

# STATE

state.gov/statemag  
February 2013

# MAGAZINE

## Assignment: Algiers

Counterterrorism Efforts at  
Forefront of Partnership

## Recognizing Excellence

Awards Ceremony Honors  
State's Top Performers

# STORM SURGE

Passport Agencies Unite  
to Help People Affected  
by Hurricane Sandy





# Contents

February 2013 // Issue Number 575

A full-page background image featuring a camel in silhouette against a vibrant orange and red sunset sky. The camel is facing left, with its head slightly raised. A rope is visible around its neck. In the background, there are dark, silhouetted trees and a rocky horizon line.

24

Post of the  
Month: Algiers

## Features

- 10** Department's Finest  
Award Winners 'Make Us Proud'
- 18** Global Friendships  
Exchanges Build Emerging Leaders
- 20** Breaking Down Barriers  
Ex-FSO Recalls Early Challenges
- 22** Sandy's Aftermath  
Passport Agencies Show Flexibility
- 30** Giving and Receiving  
Overseas Volunteers Recognized
- 32** Sports Diplomacy  
INL Helps Keep Youths Drug-Free
- 34** Covering History  
*State Magazine* Celebrates 65 Years
- 36** Sharing Resources  
Office Changes HR Service Mode

## Columns

- 2** Post One
- 3** In the News
- 8** Direct from the D.G.
- 9** Diversity Notes
- 39** Education & Training
- 40** In Brief
- 43** Retirements
- 44** Lying in State
- 45** Appointments
- 46** Obituaries
- 48** End State

## On the Cover

A man walks along a battered stretch of coastline near Oyster Bay, N.Y., the day after Hurricane Sandy swept through the region. The storm washed boats ashore, flattened seawalls and knocked down power lines in the small Long Island community.

*Photo by Oliver Rich*



## Opposite Page

*Photo by Dennis Stauffer*



10



20



30



# Post One

BY ISAAC D. PACHECO

## Calm After the Storm

Last October, Hurricane Sandy tore through the Caribbean and up the East Coast, eventually winding its way onto land near Atlantic City, N.J. More than 1,100 miles in diameter at its apex, Sandy was the largest Atlantic hurricane in history, and also one of the costliest. The “superstorm,” so dubbed by the national media because of its sheer size, lived up to its terrible moniker. Sandy destroyed homes and property with devastating winds, rain and storm surge, racking up more than \$67 billion in damage in the United States alone. The storm also displaced thousands of residents in the Northeast and was responsible for more than 250 deaths.

In the midst of this horrifying natural disaster, hope shone through. People from around the country donated their time, money, shelter, food and other items to help storm victims get back on their feet. A dedicated group of Department employees at passport agencies throughout the Northeast and at other stateside locations did their part to help out by ensuring that passport customers affected by the storm received timely service in spite of numerous obstacles.

Lacking power in their office, Connecticut Passport Agency employees conducted business in their parking lot and later coordinated with the shuttered New York City office to ferry hundreds of applications to Portsmouth, N.H., so customers would get their passports in time for scheduled travel. Check out the full story of how these dedicated and resourceful employees pulled together to make life a little easier for hundreds of people affected by Hurricane Sandy (pg. 22).

In the midst of all this real news, a *State Magazine* milestone slipped under the radar. In 2012, the flagship publication of the U.S. Department of State turned 65. From its humble roots in 1947 as a black and white, all-text newsletter for the



Director General of the Foreign Service, the magazine has grown to become one of the leading sources of news and information for the Department's active and retired Foreign and Civil Service employees. *State Magazine* has covered some amazing Department history throughout the latter half of the 20th century and early 21st century.

Our homage to this diamond anniversary (pg. 34) highlights a tiny fraction of the myriad stories that the magazine has covered over the years. At 65, an age at which many might consider retiring, our publication is still going strong, exploring innovative and environmentally-responsible content-delivery systems like our iPhone/iPad apps and online publication, and expanding its coverage of Department work abroad with more in-depth features.

As a relative newcomer to this storied publication, I am honored to be walking in the footsteps of some dedicated editors and journalists who came before me, and I'm more excited than ever to see what the future holds for the U.S. Department of State. My team will continue to carry the torch forward by building on our predecessors' efforts to highlight the work of amazing Department employees around the world and bring their stories to life. ■

A handwritten signature in dark ink, appearing to read "Isaac D. Pacheco".



### Editor-in-Chief

Isaac D. Pacheco // pachecoi2@state.gov

### Deputy Editor

Ed Warner // warneres@state.gov

### Associate Editor

Bill Palmer // palmerwr2@state.gov

### Art Director

David L. Johnston // johnstondl@state.gov

### Contacting Us

301 4th Street SW, Room 348  
Washington DC 20547  
statemagazine@state.gov  
Phone: (202) 203-7115  
Fax: (202) 203-7142

### Change of Address

Send changes of address to our staff using the contact information above. Please include your previous mailing address.

### Submissions

For details on submitting articles to *State Magazine*, request our guidelines by e-mail at statemagazine@state.gov or download them from state.gov/statemag. *State Magazine* does not purchase freelance material.

### Deadlines

The submission deadline for the April issue is February 15.  
The deadline for the May issue is March 15.

*State Magazine* (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the Bureau of Human Resources at the U.S. Department of State. It is intended for information only and is not authority for official action. Views and opinions expressed are not necessarily those of the Department of State. The editorial team reserves the right to select and edit all materials for publication.

### Follow Us Online



state.gov/statemag



facebook.com/statemagazine



@statemag



state.gov/rss/channels/  
statemag.xml



flickr.com/statemagazine



# End State

PHOTO CONTEST



## Share the World Through Your Eyes

Do you have a photo that tells an interesting story about the people, culture or lifestyle in a country where the Department has a presence?

Submit your shot along with a detailed caption by email to [statemagazine@state.gov](mailto:statemagazine@state.gov) by October 1 for a chance to be featured in a special edition of End State.

See our website for complete entry details: [state.gov/statemag](http://state.gov/statemag)





# In the News

## Embassy Yerevan Innovates for Outreach

Two months after a group of Armenian children used the Internet teleconferencing tool Skype to become friends and write a song with several Massachusetts youths, more than 1,200 guests filled Yerevan's opulent Aram Khachaturyan Concert Hall as the Armenian Philharmonic Orchestra performed the children's piece, "Frenzy of Friendship." The young composers then came on stage to take a bow, and the Armenian prime minister and U.S. ambassador exchanged high-fives in the audience.

This was the scene in February 2012 when the U.S. Embassy in Yerevan kicked off a series of events to celebrate the 20th anniversary of U.S.-Armenia relations. A year later, the terms "Hyperscore," "speed networking" and "flash mob" are part of the embassy's everyday vocabulary. As Ambassador John Heffern noted recently, "This isn't your daddy's public diplomacy."

The youths' musical collaboration was made possible through new institutional partnerships, technology and enthusiastic young people. Armenia's Luys Foundation introduced the embassy public affairs section to Massachusetts Institute of Technology Professor Tod Machover, who with his team invented Hyperscore software. The software lets people compose music by "painting" images, colors,

shapes and lines on a computer screen and converting those images into a musical score.

Equipped with Hyperscore, the Armenian and American youths turned their innate creativity into "Frenzy of Friendship." The collaboration reflected Embassy Yerevan's efforts to support those who reach across borders to promote peace.

The embassy, spurred on by its Armenian staff, adopted another innovation in 2012 that helped bring people together: speed networking, a social mixer that applies the rules of speed dating to professional networking. In a new twist on the concept of the official reception, speed networking guests are assigned to a table and have 10 minutes to introduce themselves and discuss a certain topic. Then, a whistle blows and everyone rotates to a new table and meets a new group of conversation partners.

The post first used the concept to introduce the ambassador and his wife to a diverse group of exchange program alumni, and the couple liked it so much they invited participants in the post's Women's Mentoring Program to do speed networking at their home. The participants raved about that reception for weeks.

Flash mobs are all the rage on YouTube, and Embassy Yerevan's exchange program alumni wanted to be part of the action. So, the post's series of 20th-anniversary events culminated in a flash mob dedicated to 20 years of U.S. government-funded exchange programs in Armenia.

Though flash mobs look spontaneous, the embassy's was carefully planned. It involved a professional choreographer, who was also an exchange program alumna, and the U.S. Alumni Association of Armenia, which recruited more than 200 hundred alumni to participate in a dance, planned for a busy pedestrian street.

Embassy officers gained the city's cooperation and convinced the nation's Ministry of Emergency Situations to lend assistance. Weeks of rehearsals resulted in a dance that showcased the charisma, energy and joy felt by exchange program alumni.



Visit [state.gov/statemag](http://state.gov/statemag) to watch videos from this event.

Ambassador Heffern, right, and his wife Libby join a flash mob celebrating 20 years of U.S.-Armenia exchange programs in October in Yerevan.

*Photo by Isabella Zaratsyan*



## Jeddah Conducts IT Disaster Drill

In October, the Consulate General in Jeddah, Saudi Arabia, participated in a daylong information technology (IT) disaster recovery drill at the alternate command center (ACC), a site ready to receive staff if they must evacuate the compound.

Security in Jeddah has improved greatly since the 2004 al-Qaida attack on the compound, but floods in 2009 and 2011 reminded staff that not all potential dangers are man-made.

The private U.S. company that hosts the ACC annually tests the speed and effectiveness of rebuilding its network and communications

in an emergency, but the latest drill was the first time in years that the consulate and company conducted every aspect of the IT drill jointly.

The consulate's information programs center (IPC) and regional security office staff worked with counterparts at the company to prepare for the drill. Regional Security Officer Raymond Yates and colleagues led negotiations to expand the ACC site to include a computer training center and large recreation center that will shelter U.S. consulate personnel in an evacuation.

Information Programs Officer Kevin Kiah worked with the company's IT department to stage a communications center enabling Internet connectivity independent of the consulate's IT infrastructure. IPC staff confirmed radio communications with the U.S. Embassy in Riyadh from the ACC.

Under simulated emergency conditions, post staff at the ACC were able to use tablets, smartphones, satellite communications, radio, live-streaming video and virtual private network to access State Department systems and provide an adequate consulate communications network for disaster recovery operations, reporting and security coordination.

The ACC has nine computer workstations, wireless Internet, satellite/Internet Protocol television, radio and landlines, and can use iPads for OpenNet connectivity. It has enough space to accommodate all consulate officers and family members in a full evacuation of the consulate compound.



Engaging in a presentation inside the alternate command center are, from left, Jeddah Consul General Anne Casper, Regional Security Officer Raymond Yates and Information Programs Officer Kevin Kiah.

*Photo by Emily Abraham*

## Simon Trust Underwrites Bedding in Baku

To address the horrific living conditions in a nearby street children's shelter long supported by the U.S. Embassy in Baku, Community Liaison Officer Evangeline Taylor and Vice Consul Sirli Hill turned to the J. Kirby Simon Trust. Working with the shelter management and local contacts, they used a \$2,970 grant from the trust to buy a washing machine, five bunkbeds and pillows, blankets and linens for 10 beds.

Children at the shelter had been sleeping doubled up on old mattresses on the floor, barely a step up from living on the street.

The embassy community also donated a refrigerator, tables, chairs, dishes, utensils, school supplies and an air conditioner/heater to the shelter. Local employees of the general services office volunteered to properly ground and install all the electrical items.

Shelter Director Kamala Aghazade fought back tears as she surveyed the progress, saying, "The American Embassy has always been there for us; our children count on you as friends."

The embassy delivered the donations on the anniversary of the 9/11 terrorist attacks to commemorate the victims and rekindle the unity and sympathy that prevailed in the days following that event.

"The work done here today reflects our efforts to provide support to the Azerbaijani community by working with the shelter and to make life easier for the local children," said U.S. Ambassador to Azerbaijan Richard Morningstar, who attended the delivery with his wife. "Our joint efforts in this shelter should be a symbol of relations between Azerbaijan and the United States."



Embassy Baku Regional Security Officer Rebecca Dockery cuddles with one of the children at the shelter.

*Photo by Mehdi Huseynquliyev*

In 1995, first-tour Foreign Service officer and ardent volunteer J. Kirby Simon died of carbon monoxide poisoning. His legacy lives on through the J. Kirby Simon Foreign Service Trust, used now by members of the Foreign Service to underwrite humanitarian and developmental efforts in their communities.



## Slovakia Promotes Women Entrepreneurs

“Entrepreneur” was a dirty word under Central Europe’s Cold War Communist regimes, and entrepreneurs remain scarce in young Slovakia, especially women entrepreneurs. After polling business, government and NGO leaders, the U.S. Embassy in Bratislava realized it could create a multiplier effect by uniting the energetic but scattered Slovak organizations advancing women in business.

The resulting 15-month Women’s Entrepreneurship Forum helps women entrepreneurs build networks with one another and better engage the government to garner the support they need. This cross-mission program, which coincides with the

20th anniversary of U.S.-Slovak relations, uses the skills, knowledge and resources of the political-economic, public affairs, management and consular sections, and of the office of the Foreign Commercial Service and the Bureau of Economic and Business Affairs.

The forum began with a one-day event in October that brought together entrepreneurs, corporate executives and government leaders to talk about challenges and opportunities for women entrepreneurs. U.S. Ambassador Theodore Sedgwick and Slovak First Lady Silvia Gašparovičová opened the forum, where expert panels discussed topics such as key business building blocks, the strategic use of technology and social media, and

financing. Keynote speaker Jennifer Kushell offered insights from her entrepreneurial experience. “You can succeed, but you are responsible for creating your own success,” she said.

The political-economic and public affairs sections secured additional funding to support a follow-on mentorship program that brings together corporate leaders and female entrepreneurs to support women in business. The program also funds visits by U.S. experts to share their experiences and mentor rising Slovak entrepreneurs. The first such gathering, in December, focused on the presentation skills needed to pitch a business concept to customers, financiers or public officials.

## Ceremony Honors Departing Retirees

Under Secretary for Economic Growth, Energy and the Environment Robert D. Hormats saluted the Department’s 2012 crop of departing retirees at a Main State event in December, thanking them for their “essential role in tending and nurturing America’s relationships around the world.”

Standing in for Secretary of State Hillary Clinton, who could not attend this year’s event, Hormats said the ceremony was a bittersweet “opportunity for us to honor and reflect on the distinguished careers of so many of talented and committed State Department officers—both in the Foreign and Civil Service—and to celebrate the opportunities that lie ahead.”

He praised employees’ bravery, citing the case of Joel Fischman, a Foreign Service Officer (FSO) in Vietnam in 1968 during the Tet offensive. “He went to bed every night for 18 months with a gun by his side because he never knew who might find their way into his bunk,” but each morning he got up to interact with the Vietnamese people, said Hormats.

He also noted employees’ sacrifices in their personal lives, pointing to FSO Sue White, who 20 years ago was sent to Geneva over Thanksgiving weekend to begin a treaty negotiation. Aware that the U.S. delegation was missing Thanksgiving with their families, the local control officer asked a restaurant to cook a Thanksgiving meal for the group, complete with pumpkin and cherry pies, he said.

“Little did he know he had just started a new Thanksgiving tradition; that night, Sue ate her first pumpkin pie with cherry filling,” he recalled.

Hormats also singled out Katherine Canavan, for training such Department leaders as the Director General

and Department Spokesperson Victoria Nuland; and Richard Pruett, who “was at the forefront of our diplomatic efforts to normalize relations with Vietnam.”

Speaking to all of the retiring employees, he said, “The sacrifices you’ve made—long hours, bruised egos and occasionally even actual bruises—have paid dividends—a better State Department, a stronger country and a more prosperous world.”

The departing retirees served in Washington and in more than 250 posts abroad, and speak more than 60 languages. Impressively, 59 of them served for more than 40 years. Harold Burman and Sue White each served 50 years.



State Department photographer R. Mark Stewart, foreground, captures the shot as Under Secretary Hormats congratulates a departing retiree on her service.  
*Photo by James Pan*



# Youths Learn Preparedness Fighting 'Zombies'

On Nov. 14, the neighborhood of the U.S. Embassy in Tegucigalpa, Honduras, was suddenly filled with the mock shrieks and laughter of 50 embassy youngsters learning disaster preparedness through a “zombie invasion.” During the exercise, embassy volunteers, some dressed as zombies, demonstrated how to prepare for a variety of real disasters, including fires, earthquakes, landslides, floods and hurricanes. “Storm zombies” addressed communications and weather safety, while “fire zombies” and “earthquake zombies” dealt with safety in those crises.



The participants, ranging in age from 3 to 17, also took part in activities designed to teach personal safety and planning. They learned how to use radios to communicate during emergencies and made go-bags and first aid kits containing essential supplies, including whistles, flashlights, water, snacks, Band-Aids, alcohol swabs, sunscreen and hand sanitizer. At the day's end, they took swipes at a zombie piñata.

Each child received a safety kit with his or her fingerprints and picture and a 40-page Guide to Zombie Survival with puzzles, games and activities to help families start making their own emergency action plan.

The event encouraged parents to start planning for emergencies and let their children try their new skills by undertaking weekend radio checks; demonstrating home safety basics such as “stop, drop and roll” to put out fires on one's clothing; or safely answering the telephone.

Shannon Davis, mother of two participants, said her daughters “had a great time, and the zombie invasion opened up some great discussions on what we need to do to prepare for emergencies at home. We will be busy this weekend going through checklists.”

Another participant's parent wrote to thank organizers and, in the zombie spirit, suggest that future go-bags include a chainsaw or baseball bat “to assist in dispatching the walking dead.”

The event was coordinated by the community liaison office, the regional security office and the health unit, which all stand ready to offer more information about staging a “zombie invasion.”

“Zombies,” from left, Everett Chase, Gabriela Tabora, Jeff Gage and Chanda Zirkelbach attack embassy youth, center.

Photo by Amy Anderson

# Green Team in the Dominican Republic Holds Green Fair

The U.S. Embassy in Santo Domingo held its third annual Green Fair in September. The event brought together public and private sector groups, and included speeches by Ambassador Raul Yzaguirre, National University of Pedro Henriquez Urena (UNPHU) Rector Dr. Miguel Fiallo and Minister of Environment Dr. Bautista Rojas Gómez.

Organized by the post's Green Team, the fair attracted more than 850 adults and children and showcased 37 exhibitors, including an artisans' market, a solar-powered house, free veterinary services, a film festival of environmentally-themed documentaries and a nature photo exhibit. A market featuring fresh organic products gave a discount to attendees who came with bags of recyclables.

Fiallo, whose university hosted the event, joined Lucia Amelia Cabral, a local author, to engage youths with readings of environmentally themed books. Artist Claudio Cohen and the

Ministry of Environment children's choir sang several songs, and the UNPHU's dance/jazz department and a local percussion group performed nature-themed music. There were also free Pilates workouts, and hip-hop and zumba-based exercise sessions.

The fair had more exhibitors and activities than ever, and a motto of “live green” reflected that the fair was a platform for understanding why and how attendees should integrate green practices into their daily lives, the Green Team said. The fair also promoted environmental issues and highlighted ecological practices, said the team.

Created by post employees in May 2010, the Green Team has launched an embassy-wide recycling program that, in its first year, collected more than 30 tons of paper and plastic; organized tree-planting projects and beach cleanups; and hosted a fashion show of recycled garments made by Dominican designers. ■



Green Team member Joshabel de la Cruz and her husband explore a solar house at the Green Fair. Photo by Yesenia Bruckschen



# Direct from the D.G.

LINDA THOMAS-GREENFIELD  
DIRECTOR GENERAL

## FS Promotions and Being 'Stretched'

Recently I heard from an employee who was disappointed about not receiving a promotion this year. The employee was doing an excellent job in a "stretch position," an assignment at a level above her grade. Therefore, she presumed a promotion should have been automatic. Although she received a Meritorious Step Increase (MSI) from the promotion board, she asked why she was not promoted.

The State Department is fortunate to have so many superb employees. Our employees are smart, dedicated, hardworking and motivated. While this creates an outstanding Foreign Service, it also means that, in our competitive "up-or-out" system, the Department's ability to promote is determined by Service need. Serving in a stretch position offers an excellent opportunity to demonstrate potential, but many of our colleagues are serving in stretches, largely due to the cutbacks in hiring during lean years of the past.

Promotion opportunities are based on the flow of employees required to fill positions, not only this year but over the next few years. We therefore always consider overall Service need when determining promotion opportunities.

The promotion boards are asked to determine who is "promotable" from among hundreds of individuals at each grade and skill cone. Often the boards recommend many more people for promotion than there are opportunities available at the next highest grade. The boards rank all those they deem promotable, and the Bureau of Human Resources determines—based on numbers that are not shared with the board but are shared with the American Foreign Service Association—how many promotion opportunities are available. After those opportunities are filled, the next group of those deemed "promotable," up to 10 percent of each class, receive an MSI. Those not recommended for promotion are either "mid-ranked" or, in the case of about 2 percent of our colleagues, "low-ranked." If an employee is low-ranked in two years during a five-year period, he or she is referred for consideration for separation.

Each board spends hundreds of hours reviewing the files and takes great care to ensure their members do not bring any special knowledge or gossip into the ranking process. The presence of a Public Member



on each board helps ensure this, and employees can also request the recusal of board members who they believe may not impartially discharge their duties. Boards read Employee Evaluation Reports going back at least five years, or to the most recent promotion.

The best way to assess your chance of getting promoted is to read your performance files for at least the past five years. They should include examples of each of the promotion competencies, tell a story, relate your work to the priorities of your office or mission, and demonstrate progress concerning past areas for improvement. You also want them to appear professional and free of errors.

The individual who wrote to ask about her promotion should be proud that a board determined that she was "promotable" and that she was ranked highly enough to receive an MSI. To be recommended for promotion next year she will need to continue to do excellent work that is written up clearly and with examples. And, of course, there are no guarantees: next year there will be a different pool of candidates for promotion, a different number of promotion opportunities and different board members. (For fairness, we do not allow board members to serve in consecutive years.) But she, like all of us, can be assured that she will continue to be reviewed by a system that, while not perfect, remains as fair, impartial and honest as we human beings have been able to make it. ■

*Linda Thomas-Greenfield*

# Diversity Notes

JOHN M. ROBINSON  
OFFICE OF CIVIL RIGHTS

## A Very Good Year—With Leadership Liaisons' Help

In the words of Frank Sinatra, 2012 was “a very good year” for the Office of Civil Rights’ Diversity Management and Outreach (DMO) Section. DMO hosted or co-hosted 15 successful Special Emphasis Programs featuring such high-profile speakers as Donna Brazile, for Black History Month, and such lesser-known but no less inspirational ones as mezzo-soprano Laurie Rubin, for Disability Employment Awareness Month, and our own in-house talent. Our 12 Employee Affinity Groups (EAGs) did a superb job sponsoring events for and generously serving their members with formal and informal programs to educate about, enable and encourage career development.

The EAGs had some very high-caliber and committed help from the Leadership Liaisons. These Senior Foreign Service and Senior Executive Service members are appointed by the Secretary of State to serve as advisors, advocates, coaches and mentors to the EAGs. Many Leadership Liaisons also serve on the Diversity Governance Council—a group of senior leaders who fill key roles in the Department and, working together, apply a diversity lens to the development and implementation of Department management policies and initiatives.

Many governmental organizations have advisors to the employee groups, but none consistently reach the level of those at the Department. These Leadership Liaisons form an “A-Team” in terms of their substance and hard work. Here, at a glance, is the roster of

highly experienced and devoted liaisons and the EAGs they support:

- Harold Koh, legal adviser—the Asian American Foreign Affairs Association;
  - Joyce Barr, assistant secretary in the Bureau of Administration, Council for Career Entry Professionals;
  - Kaara Ettesvold, director, Office of Recruitment, Examination and Employment, the Disability Action Group;
  - Janice Jacobs, assistant secretary in the Bureau of Consular Affairs, Executive Women at State;
  - Patrick Kennedy, under secretary for Management, Gays and Lesbians in Foreign Affairs Agencies;
  - Linda Thomas-Greenfield, director general of the Foreign Service and assistant secretary, Bureau of Human Resources, Hispanic Employees Council of Foreign Affairs Agencies;
  - Johnnie Carson, assistant secretary in the Bureau of African Affairs, Returned Peace Corps Volunteers at State;
  - Robert Blake, assistant secretary in the Bureau of South Central Asian Affairs, South Asian American Employee Association;
  - Thomas Nides, deputy secretary, the Thursday Luncheon Group;
  - Ruth Whiteside, director of the Foreign Service Institute, Young Professionals Group; and
  - John Robinson (yours truly), director of the Office of Civil Rights and chief diversity officer, the Carl T. Rowan Chapter of Blacks in Government.
- A diverse and inclusive work



environment cannot be relegated to the category of “nice to have.” The involvement of these top leaders represents the Department’s seriousness in achieving these goals and speaks to the sincere commitment of the Secretary to ensure our workplace looks like the American population we represent.

DMO’s work with the EAGs, Leadership Liaisons and Diversity Governance Council involved countless work hours from the entire DMO staff, but it was the expert guidance of David King, section chief of DMO, that provided the glue to these efforts. David recently joined the Peace Corps National Headquarters as director of Equal Employment Opportunity and Diversity. The successes recounted above are testimony to his excellent leadership and stewardship of diversity in the Department. He has achieved great progress during his seven years here, and we wish him the best in his new role. ■

A handwritten signature in black ink that reads "John M. Robinson". The signature is fluid and cursive, with a long, sweeping underline.





U.S. DEPARTMENT OF STATE

# Diplomacy at Its Finest

DEPARTMENT AWARDS DAY

## Department Award Winners 'Make Us Proud'

By Bill Palmer, associate editor,  
*State Magazine*

The annual Department Awards Day ceremony in November was, as usual, a time for celebration and reflection. For a day, 32 of the Department's finest put aside their demanding and sometimes dangerous jobs, and came together in Main State's Benjamin Franklin Room to bask in the acclaim of their colleagues and be reminded of how their efforts make a difference.

Deputy Secretary William J. Burns first acknowledged the sacrifices made by everyone who serves the Department around the world. "It's a demanding lifestyle," he said, "not just for us but for our families." Then, turning to the winners, he said, "You represent diplomacy at its finest."

Great diplomats are innovative, intrepid and dedicated, he added. "They work beyond embassy walls. They help create jobs and promote trade, and they venture out to the most war-torn corners of the world to act as an enduring force for peace."

Director General of the Foreign Service and Director of Human Resources (HR) Linda Greenfield-Thomas thanked the private donors who, she noted, fund many of the most

prestigious awards. HR Principal Deputy Assistant Secretary Hans Klemm then presented the awards.

The name of the Bureau of Near Eastern Affairs FSN of the Year, who was also honored as overall Foreign Service National (FSN) of the Year, was not announced because of security concerns. He received a certificate in a private ceremony. The following profiles of the other FSN regional winners, chosen from among 57 nominees, contain examples of leadership, courage, resourcefulness and creativity. The same qualities are present in the citations of other honorees, which follow the FSN profiles. All the winners, Burns said, "continue to make us proud every day."



Emmanuel Umar

#### BUREAU OF AFRICAN AFFAIRS

Emmanuel Umar, senior FSN investigator for the past five years at the U.S. Embassy in Abuja, is the FSN of the Year for the Bureau of African Affairs. The post's nomination cited him for "demonstrating exceptional skill, dedication and vision in coordinating security operations in the challenging environment of Abuja in northern Nigeria."

Umar said the once relatively peaceful city has in recent years experienced a raft of carjackings, home invasions and terrorist attacks, including a suicide bombing at U.N. Headquarters in Abuja last year. These events "have changed our security posture completely," he said. The U.N. bombing challenged the embassy leadership to provide an investigative response and allay fears within the U.S. Mission community, the nomination said, and Umar "played a vital role" by acting as liaison between embassy, FBI, U.N. and Nigerian investigators. A former member of the Nigerian State Security Service, Umar "provided expertise and knowledge ... and ensured the preservation of viable evidence" that helped link the bombing to earlier terrorist attacks, the embassy said.

Umar has built an effective security team to protect the mission's 500-plus direct-hire and Locally Employed (LE) Staff, at work, home, school and on the road in the troubled northern states, the nomination said, adding, "Without his critical contacts and knowledge of all facets of the Nigerian landscape, Mission Nigeria's success in ensuring the safety of all American employees and U.S. interests would have been far more arduous and less successful." One example of using his contacts, Umar said, was a 2 a.m. call from an FSN whose neighborhood was under siege from armed robbers. He called the police, who responded within six minutes.

He gets great cooperation from his contacts, he said, by "making them understand they are our partners."

#### BUREAU OF SOUTH AND CENTRAL ASIAN AFFAIRS

Farah Naz, supply supervisor at the U.S. Embassy in Islamabad, is the FSN of the Year for the Bureau of South and Central Asian Affairs. The nomination cited her "superior performance managing warehouse operations and providing Mission Pakistan with quantifiable improvements in property oversight."

Her most notable achievement, the nomination said, was her meticulous planning and execution of the move of warehouse operations from scattered on-compound locations to two off-compound warehouses in the midst of construction of a new embassy compound (NEC). The 27-year embassy veteran said she drew up a complex chart of how to manage the move. "My boss was so happy," she said, "and told me this was just what she needed." The embassy noted that "independent consultants estimated four weeks to perform this massive move. Farah completed it in two weeks, and the NEC construction could begin on time!"

Naz said the key was sticking to the plan and taking care of her workers. "We worked day and night," she said. "I made sure the staff were eating and resting properly. Morale was high." The result: "We didn't lose a single item. Nothing was lost, nothing was damaged."



Farah Naz



Not only did she prove her leadership ability, the embassy said, she did so in a male-dominated society. She noted that she was the first female warehouse supervisor. Early in her career, she worked in the maintenance shop, where “I started wearing casual clothing so the men would think that I am a team member. They had confidence in me.”

She applies her formidable organizational skills outside of work, too. She said that in just one day on the phone she set up a complete medical clinic—finding a space, a doctor, other staff and supplies—for people who can’t afford to pay for medical consultations or medicines. “My main aim in life is to help people,” she said.

#### **BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS**

Chen Er, Web content specialist at the U.S. Embassy in Beijing, is the FSN of the Year for the Bureau of East Asian and Pacific Affairs. According to the embassy citation, he played “an indispensable role in the development of Embassy Beijing’s social media program.”

The nomination noted that when Chen started working there in 2010 the embassy

had a few social media sites with 10,000 followers. “Today,” it said, “Chen Er is directly responsible for two microblogs that have more than one million followers and two blogs and a video-sharing site with millions of page views.” He brought a wealth of experience to the job; he said he has been blogging since 2004 and worked as a Web and radio journalist.

Chen said the key is to make the content interesting. He achieves that “by composing concise, thought-provoking tweets that seek audience engagement,” the nomination said. His tweet about Vice President Biden and Ambassador Locke’s visit to a noodle shop where they spent the equivalent of \$10 on lunch went viral. It was retweeted 60,000 times and viewed by hundreds of million people, Chen said. He wasn’t surprised. “Chinese people like to compare Chinese and Americans,” he said, adding that a \$10 lunch sets a good example for Chinese officials, who are known to spend thousands in public funds on elaborate banquets.

When he is not tweeting, Chen monitors the Chinese blogosphere. The embassy noted that he provided illuminating reports on public sentiment toward Taiwan’s elections and the U.S. government role in assisting civil rights activist Chen Guangcheng.

Chen sends out material on American culture, society and education to a key audience of mostly students and professionals between 20 and 50 years old. What motivates him, he said, is “helping Chinese to understand Americans” so there will be fewer misunderstanding in what he called the most important bilateral relationship in the world.

#### **BUREAU OF EUROPEAN AND EURASIAN AFFAIRS**

Zlatko Moratić, a security guard and member of the ambassador’s protective detail at the U.S. Embassy in Sarajevo, Bosnia and Herzegovina, is the FSN of the Year for the Bureau of European and Eurasian Affairs. He was cited for “selfless bravery in the face of danger during an attack against Embassy Sarajevo, and for constantly ensuring the safety of all embassy employees.”

In October 2011, a gunman armed with a rifle and shouting anti-American slogans attacked the embassy during a busy workday, seriously injuring a Bosnian police officer, the post nomination said. Moratić was off duty in a nearby café.





When he heard shooting, he ran into the crowded street. “I was kind of surprised,” he said, “and mad at the same time,” because he had left his weapons in the embassy. “I started talking with the attacker in the local slang, pretending I’m one of his gang.” He asked the gunman if he could approach the wounded officer. Taking a head wave to mean yes, “we carried him away and gave him first aid,” he said.

Seeing another policeman in the line of fire, Moratić signaled him to feign injury and convinced the gunman to let him rescue this second “wounded” officer, the nomination said. “Though in grave personal danger, Zlatko remained calm. Thanks to his tremendous courage and resourcefulness, the lives of two police officers were saved.” Moratić, who was wounded several times while in a special military/police unit during the long Bosnian war, said his reaction was automatic. “I saw a wounded man who would probably bleed to death.” He said the policeman, who was hit by two bullets, has since recovered.

The embassy cited Moratić’s courage in another incident: helping restrain a disruptive patient being treated in the embassy medical unit. It also praised him for his “painstakingly thorough” security advance work and his liaison with local police, which “contributes to the positive working relationship between the U.S. Embassy and police agencies throughout the country.”

#### **BUREAU OF WESTERN HEMISPHERE AFFAIRS**

Sylvia Cabezas, senior LE Staff member for American Citizen Services in the consular section of the U.S. Embassy in San José, is the FSN of the Year for the Bureau of Western Hemisphere Affairs. She was cited for “her positive impact on the bilateral relationship between the United States and Costa Rica that has been instrumental ... in furthering U.S. interests.”

Cabezas, who has worked in the consular section 13 years, focuses on “proactively protecting and assisting American citizens,” the nomination said, citing her efforts in establishing a tracking system that helped reduce passport theft. Costa Rica annually draws 1.3 million tourists, she said, and she and six other consular assistants deal with more than 200 death cases annually, many accidents, some crimes and countless other issues involving American citizens. She said the Americans are often frustrated or sad when she sees them, and she tries to alleviate their pain. “I enjoy the work—it’s like a social service,” she said. “With different cases and challenges, we learn social and psychological skills every day.”



Sylvia Cabezas

The embassy also cited her work on judicial assistance, noting that she advised the ambassador and other mission members on matters such as Supreme Court decisions and establishing a judicial wiretap center. “She crafts talking points and counter-arguments that have enabled the ambassador to make headway on a wide range of delicate issues,” the nomination said. Cabezas has the right background: Before joining the embassy, she was a lawyer and judge—important qualifications for navigating what she calls a “formalistic” legal system.

She was also cited for her efforts to improve implementation of the Hague Convention on the Civil Aspects of International Child Abduction and using her judicial contacts to help salvage extradition cases of American fugitives.





**JAMES A. BAKER III - C. HOWARD WILKINS JR. AWARD FOR OUTSTANDING DEPUTY CHIEF OF MISSION**

### R. Stephen Beecroft

For inspirational performance as a problem solver, policymaker, mentor and colleague while serving as Deputy Chief of Mission at U.S. Embassy Baghdad, Iraq, 2011-2012.



**CHARLES E. COBB JR. AWARD FOR INITIATIVE AND SUCCESS IN TRADE DEVELOPMENT**

### Scot Alan Marciel

For his extraordinary imagination, persistence and skill in bringing to closure almost \$22 billion in new contracts for U.S. manufacturing companies, including one of the largest commercial aircraft orders in American history, significantly advancing President Obama's National Export Initiative in Indonesia.



**ROBERT C. BANNERMAN DS EMPLOYEE OF THE YEAR AWARD**

### Robert J. Baldre Jr.

For sustained, superior performance and outstanding leadership as the chief financial officer for the Bureau of Diplomatic Security, working to ensure the bureau was managed in the best interests of the Department and U.S. taxpayers.



**SUE M. COBB AWARD FOR EXEMPLARY DIPLOMATIC SERVICE**

### David C. Jacobson

For working at the highest levels of the U.S. and Canadian governments to increase trade and prosperity, enhance security and maintain cooperation in policy toward Afghanistan and elsewhere.



**WARREN CHRISTOPHER AWARD FOR OUTSTANDING ACHIEVEMENT IN GLOBAL AFFAIRS**

### Steven Gillen

For his dedication, exceptional leadership and initiative in advancing U.S. goals in Bosnia and Herzegovina, including facilitating safe and secure refugee returns and promoting human rights and interethnic reconciliation.



**JAMES CLEMENT DUNN AWARD FOR EXCELLENCE**

### G. Kathleen Hill

For her dynamic and expert leadership of joint post management operations between the bureaus of Near Eastern Affairs and South Central Asian Affairs during multiple crises and challenges of the Arab Spring; astute guidance and direction of seven post evacuations in Tunis, Cairo, Tripoli, Manama, Sana'a and twice in Damascus; and courage and vision during the establishment of a new base of operations in Libya and the opening of Embassy Tripoli.



**CIVIL SERVICE SECRETARY OF THE YEAR AWARD**

### Crystal Y. Johnson

For outstanding service in the Bureau of Human Resources and integral contributions to key bureau initiatives such as the Foreign Service mentoring program and the equity program for same-sex domestic partners.



**DIRECTOR GENERAL'S AWARD FOR  
IMPACT AND ORIGINALITY IN REPORTING**

**Ryan L. Hass**

For extraordinary insight and originality in analyzing the implications for U.S. national interests in China's key foreign policies in Asia and beyond in 2011, which had significant impact on the formulation of U.S. policy vis-à-vis the People's Republic of China.



**LEAMON R. HUNT AWARD FOR  
MANAGEMENT EXCELLENCE**

**Jason Allen Brenden**

For the dramatic upgrade of embassy infrastructure, vast improvements in embassy operations and sustained superior leadership of the Management Section at U.S. Embassy Banjul.



**EQUAL EMPLOYMENT  
OPPORTUNITY AWARD**

**Gregory S. Stanford**

For advancing the noble causes of equal employment opportunity and diversity. His selfless, compassionate and successful efforts have demonstrably helped create an environment in which respect for all people is encouraged, expected and practiced.



**SWANEE HUNT AWARD FOR ADVANCING  
WOMEN'S ROLE IN POLICY FORMULATION**

**Heera K. Kamboj**

For professional excellence, outstanding reporting on women's issues and extraordinary leadership in advancing the essential role of Afghan women in the future of their country, particularly through political engagement, economic participation and protection of human rights.



**ROBERT C. FRASURE  
MEMORIAL AWARD**

**Phillip Carter III**

For his outstanding accomplishments in promoting democracy and durable peace in Cote d'Ivoire.



**AWARD FOR EXCELLENCE  
IN LABOR DIPLOMACY**

**Peter T. Shea**

For tireless advocacy for respect for the rights of workers, advancing efforts to increase decent work and employment, and conveying timely reporting on the key role of labor in an Egypt in transition.



**CORDELL HULL AWARD FOR ECONOMIC  
ACHIEVEMENT BY SENIOR OFFICERS**

**Kurt Tong**

In recognition of his great success in advancing United States economic interests in the Asia Pacific region by reducing trade barriers, increasing market access for American products and enhancing international cooperation.





**LINGUIST OF THE YEAR AWARD**

**Adedeji E. Okediji**

For extraordinary accomplishment in the acquisition, maintenance and creative use of Mandarin Chinese, which furthered U.S. national interests vis-à-vis China, fostered greater mutual understanding and cooperation, and promoted the positive development of U.S.–China relations.



**EDWARD R. MURROW AWARD FOR EXCELLENCE IN PUBLIC DIPLOMACY**

**Gloria F. Berbena**

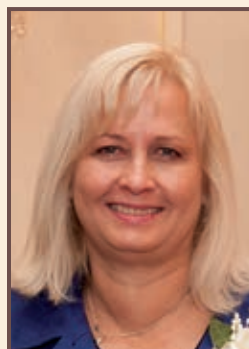
In recognition of her integrity and professionalism in conducting public diplomacy in a difficult environment. Using creative approaches and a wide range of tools, she broadened U.S. outreach to ordinary Cubans and advanced key U.S. interests and fundamental values.



**FRANK E. LOY AWARD FOR ENVIRONMENTAL DIPLOMACY**

**Christo Artusio**

In recognition of exceptional dedication, sustained excellence and extraordinary leadership in the U.N. negotiations on climate change, one of the existential issues of our day.



**OFFICE MANAGEMENT SPECIALIST (OMS) OF THE YEAR AWARD**

**Gail M. Cooper**

For dynamic office management and collaborative organizational skills exhibited while serving as OMS in the regional security office during the October 2011 terrorist attack on Mission Sarajevo, as well as for a tremendous spirit of volunteerism which furthered the Mission's strategic goals and objectives.



**THOMAS MORRISON INFORMATION MANAGEMENT AWARD**

**Todd C.E. Cheng**

For exceptional support of the evacuation of U.S. Embassy Tripoli and support of the expeditionary mission in Benghazi. His energy, enthusiasm and accomplishments directly advanced major U.S. policy goals in a country overthrowing a dictator and struggling toward democracy.



**LUTHER I. REPLOGLE AWARD FOR MANAGEMENT IMPROVEMENT**

**Dr. Mark J. Cohen**

In recognition of Dr. Cohen's vision, leadership and dedication to duty in a hazardous location, and for leading Mission Iraq's initiative to set up four hospitals supporting more than 16,000 employees and contractors throughout the country. Prior to 2011, State had never operated an overseas surgical hospital.



**MARY A. RYAN AWARD FOR OUTSTANDING PUBLIC SERVICE**

**M. Andre Goodfriend**

For his leadership of the Consular Section in Damascus, providing outstanding services to the public, and for his invaluable role on the Embassy team throughout the Syria crisis.



**HERBERT SALZMAN AWARD FOR  
EXCELLENCE IN INTERNATIONAL  
ECONOMIC PERFORMANCE**

**Douglas J. Apostol**

For persistence, creativity and success in removing long-standing impediments to investment, opening new markets to U.S. companies, helping establish new industries and promoting U.S. economic objectives in Serbia, 2011–2012.



**ARNOLD L. RAPHEL  
MEMORIAL AWARD**

**Paul O. Mayer**

In recognition of his special human qualities and his extraordinary efforts to develop and promote the people around him.



**ROCKWELL ANTHONY SCHNABEL  
AWARD FOR ADVANCING U.S.-EUROPEAN  
UNION RELATIONS**

**Paul E. Pfeuffer**

For extraordinary efforts to partner with the European Union to advance American policy objectives in Kosovo.



**INNOVATION IN THE USE  
OF TECHNOLOGY AWARD**

**David C. Schroeder**

For initiative and vision in creating, developing and implementing three different smartphone application software projects to address U.S. policy goals in China, and substantially contributing to the efficiency and effectiveness of outreach to U.S. citizens living in China and China's college students, young professionals and businesspersons.



**SECRETARY'S AWARD FOR EXCELLENCE  
IN INTERNATIONAL SECURITY AFFAIRS**

**Thomas F. Daughton**

For his skillful, creative negotiation of agreements with security partners across the globe, furthering critical U.S. national interests, including the enhancement of U.S. access into and out of Afghanistan via the Northern Distribution Network.



**BARBARA M. WATSON AWARD  
FOR CONSULAR EXCELLENCE**

**Joshua D. Glazeroff**

For exceptional leadership and management in significantly improving the efficiency of consular operations and customer service in Consular Team India and across the world. ■



# Global Friendships

## Department's Exchanges Build Next-Generation Leaders

By Michele Peters, youth programs branch chief, Bureau of Educational and Cultural Affairs

The Strain family of San Antonio, Texas, is one of thousands of families each year that generously provide a home away from home for high school students on exchange programs sponsored by the Bureau of Educational and Cultural Affairs.

The family finds, as one of them put it, that the map of the world is not just a big poster, but a representation of “the people our children have come to love in countries they may have never heard of otherwise.”

Since 1983, the Department of State has provided scholarships to youths between the ages of 15 and 18 to live in the United States with a host family for a year, attend American high schools and become involved in American communities. Today, nearly 2,000 high school students from more than 50 countries participate in exchange programs such as the American Serbia Montenegro Youth Leadership Exchange, Congress-Bundestag Youth Exchange (CBYX), Future Leaders Exchange (FLEX) and Kennedy-Lugar Youth Exchange and Study (YES) programs.

To become part of these programs, students undergo a rigorous, merit-based application process that is more competitive than those of some top U.S. universities. They come to every state and the District of Columbia to engage with the communities, share their cultures, develop leadership and learn about American society, spirit and values. The connections, independence and global understanding they experience here will empower them to become more effective change agents in their home countries.

When they return home, the youths share what they've learned. They do community service and encourage their peers to join them. They start nonprofits and become community activists, journalists, entrepreneurs, interpreters, educators and politicians. CBYX alumna Anna Luhrmann became the youngest-ever member of the German Parliament in 2002. FLEX alumnus Edil Baisalov is a well-known human rights activist in Kyrgyzstan.

A YES alumna from Pakistan named Maria says she learned during her year in Reno, Nev., to engage communities, be proactive when helping and change failures into success through perseverance. On returning home, she said could not bear to see so many illiterate people living in poverty, so with support from the group iEARN and funding from the Bureau of Educational and Cultural Affairs, she established a learning center in her community. The center teaches literacy, English and computer skills to help girls and women of all ages gain an education and better their lives.

“In approximately two years, I successfully provided English language training to young females who are going or since have gone to school,” she said. Some of her students are now Montessori teachers in neighborhood schools. One student, whose father collects and sells junk on a pushcart, learned English and now works for an NGO, earning good pay that provides housing for her entire family and education for her siblings.

Maria said some of the women who came to the center suffered from depression,

Azimá, a Pakistani student in the YES program who was born without hands or feet, rides a specially modified bike for the first time in her Eugene, Ore., host family's neighborhood.  
*Photo by Harriet Behm*





isolation, financial vulnerability and hopelessness. The center's basic literacy program provided them with an opportunity to focus on matters, such as reading and discussion sessions, that "fostered community and honed their hidden abilities and talents," she said.

Another exchange program alumnus, a Kenyan student named Mwalimu who was in the 2011-2012 YES program, raised almost \$25,000 for a well for his village. With support from his American host community in Iowa and fellow ECA-sponsored exchange students, his village now has clean, running water for the first time. He also wrote a children's book about his childhood in Kenya, "Mwalimu's Dream," which highlights the need for clean, safe drinking water, which more than one billion people on the planet lack.

Mwalimu said he was overwhelmed by Americans' support for his village



**Above:** Aleksa, second from left, a student in the A-SMYLE exchange, takes a break from skiing with his host family. *Photo by American Councils; Left:* Ridho, center, a YES exchange student from Indonesia, is all smiles with his Arizona host parents, Kelly and Charlotte Loomer. *Loomer family photo*



well. "As the fundraising began, checks came from Christians, Jewish people and Muslims," he said. "It's a very good thing, because people of all faiths will drink from this new well. I am so thankful Americans are so generous and willing to help me. Even after my village gets a well, my dream continues for others who have this same need."

The exchanges, which benefit Americans as much as those in the youths' home nations, emphasize students' interactions with their host communities. They embrace volunteerism—a new concept for many—and take it home with them. Last year, youth exchange students logged more than 70,000 community-service hours.

Americans benefit, too, by learning about other cultures as hosts to foreign participants and by becoming exchange participants themselves. A 15-year-old student named Jane, who came from Bethlehem, on the West Bank, to live in St. Paul, Minn., for a year, was the ninth youth hosted by Courtney Bassil. Hosting helps clear up misconceptions and break stereotypes, she said.


"Students will go back to their home countries and share experiences of community service and cultural tolerance," said Simone Bak, the placement specialist with Youth For Understanding, USA, one of ECA's partners. "We tell them right off the bat that they're cultural ambassadors."

Bak added that some of the youths come from countries having negative views of the United States, but will return to their homelands to "tell people what our country really is like. 'We're actually making a difference,'" she said.

American youths learn from the visitors. A Montana high school teacher named Derek Schulz said the exchange program youth in his class from Pakistan generated an interest in his region and religion. "I wish we could have these types of students come here every year."

A rural Wisconsin high school teacher, Ron Maroszek, concurred. "The only way that kids can completely understand diversity is to know there are other people in the world who are like them. They are teenagers, but come from a different background, situation and location. Kids need to know that, and the only way they know that is by having foreign exchange students come to their school and communities to talk about what their life is like, share their experience and vice versa."

These programs affect attitudes over lifetimes and generations. Exchanges provide foreign audiences a context for understanding American policies that might otherwise be misunderstood. They also foster trust, confidence and cooperation among individuals and with other countries, sustaining and advancing American national interests. The lifelong relationships exchange students make with Americans endure, as do the new skills and values alumni take home.

To learn more about hosting an exchange student or ECA exchange scholarships for American high school students, visit [hosting.state.gov](http://hosting.state.gov). 





# Rising to Challenges

**Retired Black FSO Recalls  
a Far Different World**

By Tiffany Hamelin Cabrera, historian,  
Office of the Historian

Ollie Ellison, 85 years old, makes the twice-weekly commute to the National Archives in College Park, Md., where he's one of the Department's WAE document declassifiers in the Office of Information and Programs Services (IPS). Ellison's work, assessing whether documents can be publicly released, is his second career with the Department; he retired from the Foreign Service in 1989 after 30 years of service.

Born in Muskogee, Okla., in 1927, Ellison is the grandson of a slave who settled after the Civil War in Arkansas City, Okla., where he owned a farm and sold fish from the Mississippi River. Ellison's father was educated by his older sister in a one-room schoolhouse, but when he reached eighth grade he ran away to Washington, D.C., to enroll at Howard University Prep School. He eventually finished law school at Howard.

With a lawyer father and schoolteacher mother, Ellison had a childhood different from most African-Americans of his generation. Though left-handed, he said he was forced to write right-handed and that this may have caused him to become a stutterer. That limitation drove him further into his love of books, which would serve him well later in life, he said.

The family's legacy of slavery, Ellison said, "gave me an incentive—I had to go to college. There were limited possibilities; there was the option of [being a] doctor, lawyer, teacher and Pullman porter."

Ellison was interested in history and international affairs, but said that a Foreign Service career was unthinkable then. So, he pursued a medical degree. He enrolled in college during World War II and was drafted into the still-segregated U.S. Army in 1946. He served in a military police unit in Inchon, Korea, but when the Army learned he could type, it reassigned him as the secretary to an officer.

After the Army, Ellison entered a graduate program at Indiana University in clinical psychology. During the Korean War, he returned to the Army, and the Pentagon, on learning he'd minored in Soviet studies at Indiana University, assigned him to intelligence school.



**Top:** Ellison served in the Army's 6th Infantry Regiment in Berlin in 1952. **Above:** As American Counsel in Bremen, Germany, in 1968, Ellison was welcomed by the city's burgermeister, or mayor.



**Right:** A December 2011 photo shows Ellison has aged little. **Middle:** In the early 1980s, Ellison, right, was deputy chief of mission and Chargé at the U.S. Embassy in Bangui. **Bottom:** This ID card dates to Ellison's days as vice counsel in Cairo in 1958.

"By great fortune, I ended up being sent to Berlin, instead of Korea. Of course, this was a real game-changer for me," he recalled. "Paradoxically, I was sent to an intelligence unit in Berlin ... I believe I was the first black officer to serve in an integrated unit in Berlin ... When I got there, the commander refused to accept me—this was possible in these early days of integration—so I was sent to the infantry regiment."

In Berlin, Ellison socialized with a group of Germans and with American Foreign Service officers, and realized that perhaps "I could compete with these guys."

"In fact, I said to myself, 'They're good, but they're not that good,'" he recalled. "Of course at this point, the image of the State Department was the sons of rich men who had gone to the great Eastern schools."

After Berlin and the Army, Ellison moved to Chicago and drove a city bus while taking night classes in international relations to prepare for admittance to the University of Chicago. After two years of graduate study with such eminent political scientists as Hans Morgenthau and Hannah Arendt, he passed the Foreign Service entrance exam in 1957.

Ellison said his A-100 FSO class was friendly and accommodating, but a senior officer refused to mentor him on learning he was black. "Negroes aren't ready for the Foreign Service," the senior officer said, according to Ellison.

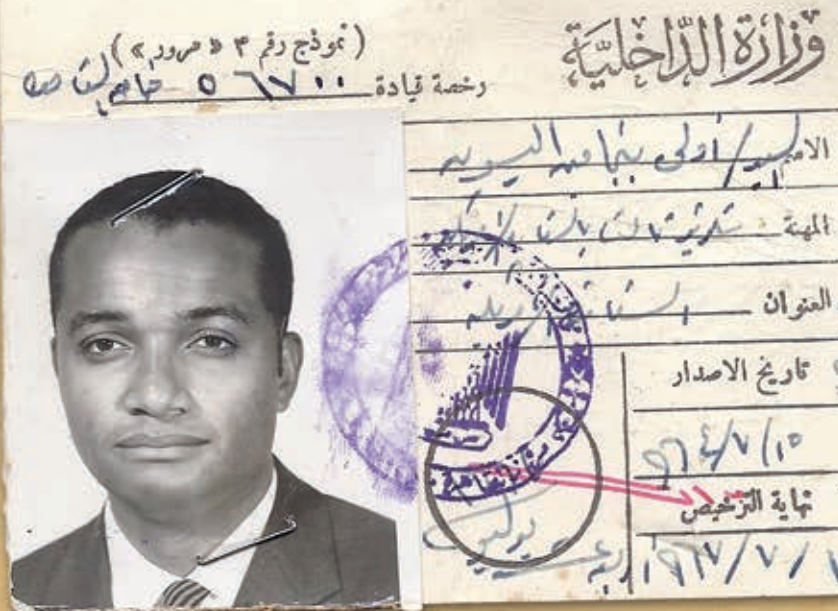
Undeterred, Ellison trained in the Soviet biographic intelligence unit in Washington, D.C., then spent five years in Cairo on his first overseas posting. "This was a time they were beginning to open up posts in Africa—the Bureau of African Affairs didn't exist at this point in time," he said. "In all probability, I was the first black officer sent to serve at the embassy; I was an item of curiosity there for a while."

Ellison spent his second year in Cairo with American Services, supporting American citizens and collecting the remains of American tourists who'd "decided to climb pyramids in their old age, which they shouldn't have." While there, he met poet Maya Angelou and heard Malcolm X speak to Muslim students after returning from his hajj in Mecca in 1964.

As he was abroad during much of the turbulent 1960s, Ellison said he heard only bits of the beginnings of the civil rights movement at home. "As I've explained half-jokingly over the years, when I first went to Cairo in 1958, I was colored. Coming back in the '60s, I suddenly discovered I was black," he said with a laugh.

He recalled the exhilaration of constantly being addressed in Cairo as "your Excellency." But "When I got back to the States, it was 'Hey you,'" he said. "There's an old saying that prophets are without honor in their own country. The same thing applies to diplomats—doubly so."

In subsequent postings, Ellison served in Germany, South Africa, Zaire (now Democratic Republic of the Congo), Thailand, the Central African Republic and Switzerland. He retired from the Department in 1989, but now, more than 20 years later, he's back working at IPS and sharing his experiences with colleagues. Ellison provided an oral history of his experiences to the Office of the Historian as part of its Oral History Program, and that history and others, involving Department principals and officials, are scheduled to be sent to the National Archives and made available to researchers. ■





# Sandy's Aftermath

## Passport Agencies Unite to Help Customers in Need

By Carl Siegmund, community relations officer, Passport Services, Bureau of Consular Affairs

Nancy and Elliot Alchek could only watch as flames engulfed their Greenwich, Conn., home, and Superstorm Sandy's winds spread burning debris to their garage and neighbors' houses. The fire destroyed their century-old house on Oct. 29, the day Sandy struck the New England region. Ten days later, the couple sat anxiously in the Connecticut Passport Agency in Stamford.

"I think we looked like we were in shock when we walked in," Nancy Alchek said.

The Alcheks worried they would need to rapidly travel to London, where their son lived and appeared to need emergency surgery. However, the fire had destroyed the safe containing their passports and birth certificates.

At the passport agency, "they helped us get through the paperwork and were incredibly sensitive," Nancy Alchek said.

Fortunately, Nancy had her driver's license and signed an affidavit as an identifying witness for Elliot, who had left his driver's license behind in the haste of departing a smoke-filled house. Passport employees verified the couple's citizenship by examining images of their previous U.S. passports.

The couple was in and out the door in approximately one hour, new U.S. passports in hand.

The Alcheks were two of many customers who came to the Connecticut Passport Agency in Sandy's wake. At first, the agency had no power, so its management and security guards worked with customers in the parking lot Oct. 31 and Nov. 1.

Customer Service Manager Heather McHugh helped clear out the completed passports that were ready for customers to pick up, calling customers on a cell phone that she regularly recharged across the street at a construction site. McHugh also spoke to customers who needed passports for travel.

In the parking lot, "we had enough resources to stay on top of everything," she said.

Customers scheduled to travel in more than three days were referred to management team member Hans Maurer, who accepted approximately 20 applications. Those needing to travel the same day or the next were referred to the Boston and Philadelphia passport agencies, the closest ones open. The National Passport Information Center's call center helped make the appointments.

The nearer New York Passport Agency was still closed, since Sandy had flooded New York's streets and subway, knocking out power to thousands of residential and commercial buildings, including the federal building housing the agency. On Nov. 2, the Friday after the storm, power was restored to the building, and Michael Hoffman, New York Agency director, said he hoped to reopen Nov. 5.

That was not to be. The offices remained closed because the building's steam heat was off. But employees were there. Despite low temperatures, agency staff bundled up in coats to check on equipment and computer systems.

Passport Services management decided to move applications from the New York agency to the National Passport Center (NPC) in Portsmouth, N.H. On Nov. 3, New York staff packed up nearly 600 applications, including 150 for urgent service, and gave



In the storm's wake, Connecticut Passport Agency Customer Service Manager Heather McHugh works with a customer in the agency parking lot. Photo by the Connecticut Passport Agency



Connecticut Passport Agency employee Hans Maurer helps a passport applicant, as the agency responded to the storm. Management team employees at the agency accepted approximately 20 applications from customers planning near-term travel.

*Photo by Connecticut Passport Agency*

them to two Connecticut agency employees who then navigated bumper-to-bumper traffic back to Stamford, where they met two staff members from Portsmouth who had driven five hours to Stamford earlier that day.

"A daylong road trip may have not been efficient, but it was the best possible solution," said Darryl Brile, NPC assistant director.

The duo returned to Portsmouth to secure the applications for processing the following Monday, while Connecticut agency staff worked on Saturday to issue 60 passports to customers with urgent travel plans.

In Portsmouth, NPC employees began processing the New York applications Nov. 5, and customer service representatives continued calling applicants with appointments in New York to let them know about the extended closure and offer to reschedule appointments at agencies in Boston, Philadelphia or Connecticut. The first week after Sandy, CSRs contacted nearly 2,000 customers to make alternate arrangements.

"Customers were understanding of the agency closures, and were surprised that we would take the time to call them," said Jason Mackie, former program manager for Passport's call center, and now assistant director at the Detroit Passport Agency.

In Manhattan on Nov. 5, agency staff attempted to clear out the 100 passports ready for pickup. They also accepted an application from a woman who had just learned her brother in the Dominican Republic had died of cancer. They issued a passport within hours.



**Above:** Passport applicants wait patiently after the storm in the New York Passport Agency. *Photo by the New York Passport Agency*; **Below:** Loading New York Agency applications for transit to Stamford, Conn., are, from left, New York Assistant Director Ryan Palsrok, Connecticut Supervisory Passport Specialist Wanda Murillo and New York Director Michael Hoffman. *Photo by the Connecticut Passport Agency*



Staff referred other customers to nearby post offices, which serve as passport application acceptance facilities. In Sandy's wake, Passport Services partnered with the U.S. Postal Service to increase support from acceptance facilities in New York City and Connecticut. A handful of acceptance facilities opened for extended weekday and Saturday hours during the week of Nov. 5 and routed urgent applications to the NPC, reducing the burden on the New York and Connecticut agencies.

Passport Service's National Customer Service Manager Nancy Pace said Postal Service facilities "were going through the same challenges as we were after Sandy. I was pleased with how they pitched in to help our shared customers."

Finally, heat was restored and the New York agency reopened Nov. 8. Because the agency has the busiest public counters among all 28 passport facilities, its staff expected the nine-day closure would result in a passport demand surge. Passport Services sent 19 employees from other agencies and its headquarters to assist for a week, and they served 400 people. "It was a great team effort," Hoffman said. "Everyone came ready to deal with the customers."

As the New York agency prepared for a spike in demand, Nancy Alchek was driving to JFK International Airport to catch a flight to London. En route, she received a call and learned her son did not have appendicitis after all, so she canceled her flight.

"You always think these things happen to others," she said. "We are forever grateful that there is a great system in times of need." ■





*Post of the Month*

# ALGIERS

**Counterterrorism a Focal Point in Bilateral Relations**

By Stephen G. Mraz, former political officer, U.S. Embassy in Algiers





Spread along a bay of the  
Mediterranean Sea, Algiers  
basks under the afternoon sun.  
*Photo by Gene Bedient*





With the deep blue of the sky above and the Bay of Algiers below, a whitewashed rooftop in Algiers is a scenic place to enjoy a meal that might consist of deep-fried, ground-beef-stuffed pastry rolls known as bourek dipped into chorba frik, the classic Algerian tomato soup with couscous and bits of lamb. Afterward, diners might descend a tricky four-story staircase, pass through an artisan woodworking shop and emerge into a warren of steep, uneven and narrow alleys of the Casbah.

Brought to international renown in the 1966 cinematic masterpiece “The Battle of Algiers,” the Casbah claims just a small portion of Algiers’ 3.5 million residents, but it’s a point of pride and resistance for Algeria’s nearly 36 million citizens—more so now than ever. On July 5, 2012, Algeria celebrated its 50th year of independence from France.

In Algeria’s 1954-1962 war for independence, during which more than a million Algerians died, the Casbah was a launching ground for urban guerilla hit-and-run attacks against French soldiers and police. Famous mujahideen such as Ali La Pointe would hatch plots over coffee in Casbah cafes, carry out their attacks in downtown Algiers and race back to the Casbah maze, where they shook their pursuers, sometimes leaping rooftop to rooftop. Fifty years later, the staggered rooftops are home to satellite dishes, drying laundry and, on occasion, groups from the U.S. Embassy in Algiers enjoying a weekend lunch.



Shoppers browse in the sprawling Premier Mai market in central Algiers.

**Above:** La Grande Poste, with its neo-Moorish architecture, is not just a post office but a tourist attraction.

*Photos by Gene Bedient*





Inland, near Ghardaia, the Sahara Desert provides a contrast to Algeria's Mediterranean coast. *Photo by Gene Bedient; Below:* During a visit to Algiers, Secretary of State Hillary Rodham Clinton greets representatives of the North Africa Partnership for Economic Opportunity. *Photo by Farid Azira*

## NO ARAB SPRING

Now Africa's largest country, Algeria finds itself in a unique situation. In early 2011 as the "Arab Spring" took hold in the region, increases in staple food prices and frustration over socio-economic conditions sent young Algerians into the streets, where they burned tires, threw rocks and looted stores. Security forces contained the rioters but did not directly confront them. The violence subsided, and a fledgling political movement failed to attract widespread support. The government lifted the state of emergency that had been in effect since 1992, subsidized the price of staple foodstuffs and increased wages for public workers.

In April 2011, three-term President Abdelaziz Bouteflika announced that Algeria would undertake reforms to improve its democratic process. In early 2012, new laws approved by both houses of parliament went into effect, with impacts on political parties, elections and female representation in elected bodies, the media and associations. A record 44 political parties fielded candidates in the May legislative elections. While many Arab Spring elections saw Islamist parties take power in their parliaments, Algerian Islamists picked up just 12 percent of the 462 legislative seats.



As Algerians will tell you, they had their Arab Spring beginning in the late 1980s when Algeria transitioned from a one-party state ruled by the National Liberation Front and heavily influenced by the military to a multiparty democracy. Among the parties to emerge under a new constitution, the militant Islamic Salvation Front was the most successful, winning more than 50 percent of votes in municipal elections in June 1990 and in the first stage of national legislative elections in December 1991. Fear

that radical Islamists would take control of the state led to the dissolution of the lower house of parliament by presidential decree in January 1992. A week later, the president resigned under pressure from the military, sparking a decade of violence and terrorism. An estimated 200,000 Algerians were killed and nearly 10,000 disappeared by the early 2000s. Since then, stability has returned to the country. When Arab Spring revolutions began in 2011, Algerians, still cognizant of the violence of the 1990s, did not follow suit.





**Above:** Algerian students practice their English skills with American staff at the embassy's Information Resource Center. *Photo by Farid Azira*



**Right:** The Martyr's Monument, commemorating the Algerian war for independence, is fashioned in the shape of three standing palm leaves that shelter the "eternal flame" beneath. *Photo by Gene Bedient*

**Below:** Embassy personnel visit with vendors at a carpet fair. *Photo by Farid Azira*







## COUNTERTERRORISM FOCUS

Algeria's experience battling Islamist terrorists in the '90s earned it hard-fought expertise in counterterrorism, which serves an important role in US-Algeria relations. President Bouteflika was one of the first Arab leaders invited to the White House following the Sept. 11 attacks, making an official visit in November 2001. With instability in neighboring Libya and Mali, the U.S. counterterrorism partnership with Algeria is sure to be in the spotlight.

High-level visits have spiked since early 2012, with Secretary of State Hillary Rodham Clinton, AFRICOM Commander Gen. Carter Ham and FBI Director Robert Mueller coming to Algiers in the first four months of the year alone.

Economically, the United States is Algeria's largest trading partner, with \$15.9 billion in two-way trade, including \$13.8 billion in hydrocarbon coming into the United States. Algeria provides half a billion barrels per day, or roughly 5 percent of U.S. oil imports. The country depends on the hydrocarbon sector for 97 percent of export earnings and 60 percent of budget revenues. Flush with oil money, Algeria holds \$180 billion in foreign exchange reserves.

## NEW EMBASSY

The current embassy facility opened in May 2007 and affords a pleasant work environment for the roughly 70 direct-hire Americans at post. From the 1990s until 2005, Algeria was a one-year-only posting, but now the embassy welcomes families with children under the age of 5 and hopes to see the reopening of the American school in Algiers in the near future. Nearly all the Americans at post live in apartments around the city.

Some embassy offices offer views of the Mediterranean Sea, and it is not uncommon to see gulls soaring on the updrafts off the bay. The Algerian coastline offers many impressive vistas, none more so than Tipaza, the site of an ancient Roman trading post an hour west of Algiers, where one can walk among the ruins.

For those venturing farther afield, the desert city of Tamanrasset beckons. Nearly 1,250 miles south of Algiers, the city hosts annual music festivals featuring Tuareg tribe members with heads and faces shielded from the sand and sun by yards upon yards of wound fabric. About an hour's drive from Tamanrasset is Mount Askram, which stands amid a moonscape of desert peaks, spires and unnamable geologic formations. Algerians will tell you it is the best place on Earth to see a sunrise or sunset.

However, catching a glimpse of the morning sun hanging in that baby-blue sky over Algiers Bay on the way into the embassy isn't a bad way to start a day either. ■



## At a Glance Algeria

**Capital:** Algiers

**Government type:** Popularly elected president and lower house of parliament

**Area:** 2,381,741 sq. km.

**Comparative area:** More than three times the size of Texas

**Population:** 37.4 million

**Languages:** Arabic (official), Berber (national) and French

**Religions:** Islam and Christianity

**GDP—per capita:** \$7,200

**Export commodities:** Petroleum and petroleum products, natural gas and agricultural products

**Export partners:** U.S., Canada, Italy, Spain and France

**Import commodities:** Capital goods and food products

**Import partners:** France, China, Italy, Spain and Germany

**Currency:** Algerian dinar (DZD)

**Internet country code:** .dz

Source: Country Background Notes



# Giving and Receiving

## Outstanding Overseas Volunteers Recognized

By Gabrielle Hampson, communications and outreach officer, Family Liaison Office

Talk to any of the six Foreign Service (FS) volunteers serving overseas who were honored with the 2012 Secretary of State Award for Outstanding Volunteerism Abroad (SOSA) and you'll hear a common theme: Giving is receiving. Each award recipient engaged locals to identify needs, then donated time to empower others and enlisted resources to create sustainable projects.

The projects affected many people, including the volunteers.

"I learned early on never to say 'I'm just the spouse,'" said Karl Deringer, who is one of four family members to receive a SOSA this year. Like many FS spouses and partners who must reinvent themselves with each posting, Deringer arrived in Kigali, Rwanda, looking to find something fulfilling to do during his wife's three-year tour.

Within 10 days, he found inspiration in nearby Bwiza village, where he tirelessly helped people from a socially marginalized group (descendants of pygmies) gain a sufficient food supply and develop income-generating skills. He oversaw such projects as water-collection systems, agricultural terraces, crop planting, raising rabbits and teaching first aid. He also used the embassy's connections

with NGOs, Rwandan officials and local elites to help villagers showcase their singing talents. Beyond improving their standard of living, the villagers developed greater self-confidence.

"One of my proudest moments," Deringer said, "was when the village leader told an audience, 'we used to be known as the people left behind by history, but now we've left this label behind.'" Deringer, who departed Kigali last summer and still follows the villagers' progress, said he feels "truly blessed to have these wonderful people in our lives."

SOSA winner and Foreign Service spouse Cassandra Brenn also sought something meaningful at her new post. She found a great demand among Vietnamese students for opportunities to learn English, and donated her time to organize and lead a regular series of "conversation hours" at the American Center in Hanoi. She created a weekly "Culture Connection Series" covering American culture, government, politics and history, and took what she learned about Vietnamese culture and shared it with the American community via articles in the embassy newsletter.

She declined an opportunity to apply for a paid position in the embassy, saying

she saw greater value and fulfillment in her volunteer endeavors.

"Volunteering is one way we as spouses can redefine ourselves," Brenn said. She added that it also "developed the skills for moving to the next post."

Another SOSA recipient drew on her personal situation to identify and address a host country's need. Just prior to moving to the Republic of Macedonia with her FSO husband and two young children, Elizabeth Shaffer learned that one of her sons had autism. Unable to locate suitable resources for him, she drew on her own expertise as an occupational therapist and embarked on a crusade to raise awareness and develop programs for children with autism spectrum disorders in that country.

"I saw a chance to make a difference, and when I began, all the right people came together to make it happen," Shaffer said. Partnering with several NGOs, local professionals and parents, she organized a symposia, training programs and a resource library to broaden knowledge and improve the skills of those living and working with children with autism. She also designed a public awareness campaign to educate people about the importance of early detection and intervention, and helped several schools and private centers acquire specialized sensory motor equipment.

"Having the opportunity to help people better understand children with special needs, and to be a voice for those who cannot easily communicate their needs, was one of the most rewarding experiences of my life," she said.

In describing the inspiration for her volunteer project, SOSA recipient Amy Zimmerman pointed to an article she'd read about foster children, saying she "was heartbroken by one who claimed that he had never felt love in his entire life."

Gathered at the 2012 SOSA ceremony with Deputy Secretary of State William J. Burns, center rear, were from left: Dr. Charles E. Wright; retired FSO Tom Gallagher, winner of the 2012 Eleanor Dodson Tragen Award; Jan Cote-Cartwright; Elizabeth Joy Shaffer; Deputy Secretary Burns; Cassandra D. Brenn; Amy Zimmerman; Karl P. Deringer; and Debbi Miller, an AAFSW volunteer who won the Lesley Dorman Award.

*Photo by Robert M. Stewart*





**Left:** Award winner Karl Deringer shares smiles with children from the Rwandan village of Bwiza, where he helped residents become more food secure and develop income-generating skills. *Photo by Anne Casper*  
**Below:** SOSA recipient Cassie Brenn decorates Christmas cookies with students in Hanoi who are learning about American holiday traditions. *Photo by Le Duc Tho*

“Since then, I have felt compelled to share with such children the love, time, knowledge and talents with which I am blessed, in hopes that it would, in a small way, heal their hearts and bring them more hope and happiness.”

Zimmerman, a Foreign Service spouse, established an education, nourishment and caring program for disadvantaged children in Greater Brasilia, and recruited more than 40 volunteers to share their experience in teaching, music and physical education. Volunteers provided fresh food for the school meals, promoted literacy and trained teachers through materials, songs and lesson plans.

This year, two direct-hire employees also were SOSA recipients. Despite working full-time, Jan Cote-Cartwright and Dr. Charles Wright committed themselves to multiple volunteer projects to improve the quality of life for those in their host countries.

After arriving in Tel Aviv-Yafo as an information management specialist, Cote-Cartwright volunteered as the mission’s Federal Women’s Program Coordinator and assisted with the Trafficking in Persons (TIP) portfolio, raising awareness of the TIP shelters, collecting donations of household items and inspiring others to get involved. With the help of a J. Kirby Simon Foundation grant, she also established and equipped sewing centers in three of the shelters to provide incomes for residents. “Giving your time is the greatest gift of all,” she said.

Dr. Wright, regional medical officer (RMO) in New Delhi, credits his wife, a 2001 SOSA recipient, for his volunteerism.

“I started out as an RMO in Africa, and while there, my wife did a lot of volunteer work,” he said. “I saw how much she was able to impact people’s lives and I wanted to do it, too.”

Since then, he has donated his time and medical expertise worldwide. In New Delhi, Wright dedicated his free time to several major projects, including setting up a medical clinic for patients in need; establishing a community health program to eradicate anemia in schoolchildren, including providing iron pills to supplement their diet and lobbying national authorities about malnutrition; forming a group of doctors to teach trauma care; and serving as the mentor to a high school medical club.

At the SOSA ceremony at Main State in December, Deputy Secretary of State William J. Burns congratulated the awardees for making a deep and enduring impact on their host communities and exemplifying the best of what Americans can do.

Since its inception more than 20 years ago, SOSA has recognized more than 400 nominees for their outstanding volunteer service in more than 130 countries around the world. SOSA recipients receive an airline ticket to Washington, D.C., a \$2,500 check, a pin and a certificate signed by the Secretary of State. Donations from past Secretaries of State help fund the awards.

The annual ceremony is sponsored by the Associates of the American Foreign



Service Worldwide (AAFSW), a nonprofit organization that supports Foreign Service family members and administers the award. Winners are selected by a panel composed of a representative from each State Department geographic bureau, the AAFSW president and SOSA chairperson, and a representative from the Family Liaison Office. The awards panel considers scope and reach of activities, sustainability, ingenuity and leadership.

Also during the SOSA event, retired Foreign Service Officer Tom Gallagher received the 2012 Eleanor Dodson Tragen Award for his contributions to the well-being of Foreign Service employees and families, and AAFSW member Debbi Miller received the 2012 Lesley Dorman Award for her service to that organization and the Foreign Service community.

More information about the SOSA program and this year’s winning activities is at [aafsw.org/awards-scholarships/sosa](http://aafsw.org/awards-scholarships/sosa). ■





The Coordinating Director for Rule of Law and Law Enforcement at the U.S. Embassy in Kabul, Ambassador Stephen McFarland, gets the ball rolling with students from Asef Mayel High School.  
*Photo by Embassy Kabul*

# Competing for Change

## INL Uses Sports to Keep Youths Drug-Free

By Stephanie Greene, program officer, Bureau of International Narcotics and Law Enforcement Affairs

On a sunny October day, the students and faculty of Asef Mayel High School in Kabul, Afghanistan, gathered on a dirt field and eagerly awaited the arrival of soccer players from the Afghan Premier League (APL). The players, who thrilled thousands of fans in televised matches over a three-week competition for the first APL Cup, were joined by the U.S. Embassy in Kabul's coordinating director for Rule of Law and Law Enforcement, Ambassador Stephen McFarland.

His aim: promoting drug-free lifestyles. Speaking to the gathering, Ambassador McFarland emphasized the positive outlet the APL provides young Afghans as an alternative to drug addiction and insurgency. "The ability to say 'no' to drugs ultimately depends on what is in your heart, and comes from having good friendships," such as those developed through sports, he said. He encouraged students to follow the players' good example as "ambassadors of change" by

staying in school and educating their families and communities about drugs' dangers.

Afterwards one student said he would avoid smoking and drug use. "It is up to me to choose a healthy, happy life for myself, my family and my friends," he told an embassy staffer. "We are all Afghans and all deserve a good life."

Responses like this are what the Bureau of International Narcotics and Law Enforcement Affairs (INL) seeks through its school-based Preventative Drug Education (PDE) program, one of many sports initiatives that INL supports to deter drug use among young people worldwide. In 2012, INL implemented the PDE anti-drug curriculum in 300 schools across Afghanistan, reaching more than 30,000 students. The program's multifaceted approach provides classroom education and gives students the opportunity to learn with the community. Thus, its partnership with APL was a natural choice for promoting community learning,

given the league's tremendous popularity throughout Afghanistan.

Under the partnership, PDE funded an anti-drug advertisement in Dari and Pashto at the APL soccer stadium and broadcast anti-narcotics public service announcements during APL television and radio broadcasts. The partnership also included an "Ambassadors Program" that brought APL players to schools to discuss maintaining a healthy, drug-free lifestyle and demonstrate their soccer skills. Afghanistan's most popular TV station filmed the visit of Ambassador McFarland and the APL players at the Asef Mayel School, airing the footage at halftime during an APL semifinal match.

The Asef Mayel students also attended the APL Championship match with Ambassador McFarland and saw Herat defeat Mazar 2-1 to clinch the cup. The experience created positive, lasting memories for the students, most of whom had never attended a live sports event, and inspired them to commit



to a drug-free lifestyle and reflect on the importance of a drug-free Afghanistan.

Sports are excellent for fostering young people's collaborative learning skills. According to the United Nations Office on Drugs and Crime, peer-to-peer education is "one of the most effective and empowering methods of working with young people." Peer-to-peer education through sports diplomacy provides youths a safe, comfortable environment to share experiences and connect to their peers, which is important for those who have faced drug or other significant challenges from an early age.

Sports diplomacy is also a natural platform for promoting drug-free lifestyles, and INL is using it with young people worldwide. In the Dominican Republic, INL partnered with the National Police Department and Major League Baseball players Miguel Batista of the New York Mets and Wilin Rosario of the Colorado Rockies in a baseball scrimmage promoting nonviolent youth activities. INL Assistant Secretary William Brownfield threw the first pitch and told the crowd, "Baseball unites our countries and brings us closer by teaching us to play as a team."

INL is using sports diplomacy for more than just drug-demand reduction. In Latin America many youth are at risk for domestic abuse, drug abuse and human trafficking. The U.S. Embassy in Managua, with INL and its NGO partner Foundation for the Autonomy and Development of the Atlantic Coast of Nicaragua, promoted a softball league for girls in Nicaragua's Atlantic coast region, educating the players and providing a positive influence for at-risk girls. The INL-sponsored Atlantic Coast All-Stars, ages 15-17, were thrilled to be in a nationwide competition that took them to Managua. One girl called it "a great experience [where she] learned to respect my friends and the importance of staying healthy and doing well in school."

Embassy Managua and INL have also partnered with USA Volleyball coach Sue Gozansky to introduce volleyball to 40 at-risk youths participating in drug and gang demand reduction programs, as well as former gang members employed in the National Police Center for Youth.

"This program was the best thing that ever happened to our school," one teacher said. Students expressed their thanks and one told an embassy staffer that the program "taught me the importance of being a well-rounded person who succeeds in school and my activities. It also reminded us to respect our teachers and coaches, who have our best interests in mind."

INL also sponsors volleyball programs in Armenia and Georgia through Project Harmony International.

These programs empower youth, decrease crime and violence, and promote cultural understanding, which can strengthen a nation and the relationship between neighboring countries. Tensions between Guatemala and El Salvador fuel the drug trade and gang violence in border areas. To combat this problem, INL and the U.S. Embassy in Guatemala City supported the development of a Community Intervention Model with the Police Athletic League (PAL) in early 2012. Thirty-five of the nation's Delinquency Prevention Unit agents were trained to develop programs that encourage communities to prevent violence, delinquency and drug use. The agents held soccer games in target communities, encouraging participation by youths and their parents.

In its first year, PAL has reached more than 1,400 students and 120 family members from four schools. Participating border villages saw dramatic drops in homicide rates. In Mixco, El Salvador, the homicide rate fell 65 percent between January and April of 2012. As one agent put it, "This program is an experience youth will always remember."

Sports can change and shape lives, build self-confidence and discipline, and provide opportunities for personal achievement by teaching people how to set and achieve goals. At the community level, they remind participants and spectators of what can be achieved by working together. At-risk youths carry the lessons of sportsmanship and unity into their communities and schools, transforming them from within.

Whether on a soccer field in Kabul or a baseball diamond in Managua, sports are making a positive difference, and INL is proud to be a part of it. ■



**Top:** USA Volleyball Coach Sue Gozansky, right, directs a volleyball clinic on the embassy compound in Managua for students and representatives from the Juvenile Affairs Division of the Nicaraguan National Police.

**Bottom:** Embassy Managua volleyball clinic participants demonstrate their skills. *Photos by Gil Fiallos*



**RESTRICTED**

**NEWS LETTER**  
From  
The Director General of  
The Foreign Service

No. 1  
March 20, 1947

**RESTRICTED**

# 65 Years New

## Magazine Celebrates Department Life

By Natalie LaBayen, former  
*State Magazine* intern

Last year, *State Magazine* celebrated its 65th Anniversary. From its beginning in 1947 as a humble newsletter on topics such as promotions and regulations, *State Magazine* has grown to celebrate life within the Department and provide information on a broad range of innovative programs in Washington and at posts worldwide, reaching an audience of more than 100,000 through print and digital publications. The following vignettes highlight some of the amazing historical moments, *State Magazine* has covered over the years.

**1947** A March article mentions three of the Department's giants: George Marshall (of Marshall Plan fame), then Secretary of State; Dean Acheson, future promulgator of much of the Truman Doctrine; and John Peurifoy, known for his role in Cold War policy toward Latin America.

**1948** A March story advises, "No Fur Coats, Diamond Rings, Please." (The Department's Welfare Unit would no longer provide luxury items at cost, and FSOs were encouraged to "stock up on fur coats, fine china, jewelry and evening clothes before embarking for their posts.")

**1961** A May overview of President John F. Kennedy's plan for the Peace Corps calls it "a revolution with a spiritual objective."

**1962** A January article shows President Kennedy touring Latin America and a September story, "Policy for Victory," details U.S. Cold War policy. But the year's biggest story is November's Cuban Missile Crisis article, detailing the Department's role and how the crisis may affect U.S.-Soviet relations.

**1963** The January and February issues have technology stories,

the former on "Outerspace and the United Nations" and the latter headlined "Test Proves Computer Can Store, Retrieve Substantial Information," with images of the huge computer the Department began using that year. One 1963 story says "Girls Needed for Foreign Service," and another has the headline "Mrs. Butcher Comes to State: She Earned Law Degrees While Rearing Four Children." The December edition is dedicated to President Lyndon B. Johnson and his views on foreign affairs. (President Kennedy had been assassinated in November.)

**1964** In the March issue, Secretary of State Dean Rusk speaks on the



1951



1963



1967



1972



1978



embargo of Cuba, saying, "If the communists, as a group, have as their aim the destruction of our way of life, how is it that we can treat one communist country differently from another?" The May issue reports the start of the GATT negotiations, which led to the World Trade Organization.

**1975** The key February story is on the bomb that damaged about 20 offices at Main State in January. But the year's biggest story is from March—"Indochina Upheaval Forces Evacuation"—and reports on the Embassy Saigon evacuation. The combined August-September issue carries a story, "Employees Aid Indochina Locals," on aid given to local embassy employees before the evacuation.

**1977** A March story tells of the first American Indian woman representing the U.S. in an international overseas conference. In an August-September story, a former U.S. Embassy in Havana staffer tells of returning to the building almost 17 years later and seeing that "the eagle from the [USS] Maine monument still spreads its wings and glares as fiercely as it ever did over the formal gardens."

**1979** A March article reports the murder of Ambassador Adolph Dubs in Kabul after his being held hostage, with FSO James E. Taylor recalling Ambassador Dubs fondly. A December story tells of high U.S. officials praying for the release of the 62 American hostages in Tehran, at a Washington National Cathedral event. Other stories report attacks on the U.S. Consulate in Karachi and the U.S. Embassy in Islamabad, where four people were killed.

**1980** A January story reports the attack on the U.S. Embassy in Libya and a March article reports U.S. Ambassador Diego Asencio being held hostage in Bogotá, Colombia. (He was freed after several months.) A May story tells of the resignation of Secretary of State Cyrus Vance over the failed rescue mission to free the Iran hostages.

**1984** A January report tells of the terrorist truck bomb that killed three in Kuwait. A May article reports the killings of FSO Dennis Keogh and a U.S. Army colleague in Namibia, and attempted murder of Robert O. Homme in Strasbourg,

France, where he was consul general. A November story recalls the September bombing of the U.S. Embassy in Beirut, in which 20 died. (A year earlier, 63 people were killed when a bomb exploded there.)

On a lighter note, one March story has the headline "Penguins on Stilts Protest Antarctica Treaty in Foggy Bottom" and another article is on Department look-alikes, comparing photos of State employees side-by-side.

**1985** A January story tells of terrorists killing two USAID workers after hijacking the Kuwaiti airliner they were aboard and diverting it to Tehran in December 1984.

**1987** A July story reports the terrorist attack that killed three U.S. Embassy in Cairo employees.

**1989** A January story headlined "State Yields to Computers" tells of the Department updating its computers across all agencies, focusing on personal computers. A February story tells of the three State employees killed in the 1988 terrorist bombing of a PanAm airliner over Lockerbie, Scotland.

A May story on a court ruling against the Department, for discrimination against women, will lead the Department to suspend the FSO entrance exam to eliminate bias. The cover story in the August-September issue, "Restorations at Foggy Bottom," shows the changes that give the building an appearance much like that of today.

**1990** In a January story, an FSO on leave joins the throng tearing down the Berlin Wall and writes of the experience, saying "East Germans and West Germans reunited in a collage of 'combat boots... and roses in their pockets'. Another article tells of the evacuation of the U.S. Embassy in San Salvador because of heavy fighting between government and guerrilla forces. The February issue carries a day-to-day account of the uprising in Bucharest, Romania, as seen by U.S. staff, telling of families leaving behind homes and coworkers.

**1997** On February's cover: Madeleine Albright becomes 64th Secretary of State.



**1998** The September issue covers the bombings of U.S. embassies in Dar es Salaam and Nairobi.

**1999** In a May feature, "The Foreign Service: Through Ambassador [Thomas] Pickering's Eyes," Pickering says he's gratified that the Foreign Service has moved beyond what he calls "the archaic practice" of evaluating wives on their husbands' efficiency reports and discusses the past and future of the service on its 75th anniversary.

**2001** A February story tells of FSI launching its Leadership and Management School. An October story covers the 9/11 attacks, with Secretary of State Colin Powell saying, "We will not be deterred from our mission. America will stay engaged, move forward and prevail."

**2005** On the February cover: Condoleezza Rice becomes 66th Secretary of State.

**2009** On the February cover: Hillary Rodham Clinton becomes 67th Secretary of State.

**2012** The March cover story explored the Department's multilateral approach to combatting piracy off the coast of Africa. ■



1980



1984



1999



2001



2009



# Sharing Resources

## Office Improves Department's HR Services

Story by Lindsay K. Fridinger, management analyst, Office of Shared Services | Photos by Ron Moseley

Charleston, S.C., a place of palm trees and sandy beaches, is also home to the Human Resources Service Center (HRSC) of the Bureau of Human Resources' Office of Shared Services (HR/SS). The service center is a small part of a larger initiative to transform the provision of HR services through use of the HR shared services delivery model.

Shared services delivery, in wide use by private sector HR departments, is just now gaining traction in the public sector, with the Department of State helping to lead the way. This new model was introduced to the Department in 2008 to consolidate complex and decentralized human resources offices; as a result, HR functions were reorganized into four tiers to achieve the best delivery of cost-

effective and reliable service to employees. The model was developed by a project management team until the Office of Shared Services was established in 2010. The office has transitioned more than 30 bureaus' HR units into nine HR Service Providers (HRSPs) and established agreements with client bureaus to define what services to provide, strengthen customer service and guide process improvement.







**Opposite page:** Director General Linda Thomas-Greenfield cuts the ribbon to open the HR Service Center, watched by, from left, North Charleston Mayor Keith Summey, Deputy Assistant Secretary Linda Taglialatela and Lieutenant Colonel Edward Chamberlayne of the Charleston District of the Army Corps of Engineers. **Above:** The HR/SS team gathers for a portrait after the ribbon-cutting.

The Office of Shared Services, led by Director Melissa Lytell and Deputy Director Lisa Burrige, develops, coordinates and administers the policies and procedures to establish this integrated tiered-service delivery model. The model focuses on four interrelated tiers, or levels, of service, including online self-service tools, the HRSC in Charleston, existing HR service providers and the HR Bureau's corporate policy and program offices. The office aims to build on existing HR resources to strengthen and integrate HR across the Department to better serve employees, enhance support to managers and use scarce resources more efficiently.

Employees who have HR-related inquiries may start the search for an answer by accessing the HR self-service portal, known as HR Online, where they can

start and complete a transaction, such as enrolling in the Combined Federal Campaign or updating a mailing address. For actions that cannot be completed via the portal, employees may call or email the HRSC, a "one-stop shop" for handling transactions such as initiating security clearances and completing changes to employees' benefit packages. Specialized requests or complex transactions, such as recruitment or compensation inquiries, are routed to established HR service providers. The fourth and final tier of the model involves the Department's "corporate HR" functions, such as for program and policy design, supporting lower tiers and improving processes.

A key part of the operation is the HRSC, which in four years has resolved 65,000 inquiries from Department employees and annuitants. HRSC achieved an 87 percent customer satisfaction rate in fiscal year 2012, surpassing its goal of 80 percent. With improved technology and skilled personnel, the center resolves inquiries in approximately 2.1 days, beating its three-day benchmark.

The Office of Shared Services has implemented a quality assurance program to provide a framework for decisions

on performance targets and continuous improvement efforts. The office also examines HR processes to eliminate inefficiencies, supporting automation where possible and using performance measures to assess project success and report progress.

Director General Linda Thomas-Greenfield said she's proud of the HRSC's "critical and vital work," and that, "as the HRSC's employees increase efficiency, re-engineer processes and improve the Department's HR services, the Department looks forward to a bright future and continued partnership with Charleston."

The Office of Shared Services began operating in Charleston four years ago with a call center run by Director Ann Thompson and three contractors out of temporary space borrowed from the Charleston Passport Center and Global Financial Services. Renovations on what is now Building E—the fifth renovated building at the Department's Charleston Regional Complex—transformed what was originally a bowling alley on a Navy base into the state-of-the-art facility that was completed in late July 2012. The HRSC's green features made it eligible for a LEED gold rating from the U.S. Green Building Council.



## Office of the Month

In December, Department of State and South Carolina officials celebrated the HRSC's opening. Attendees included Mayor of North Charleston Keith Summey, Lieutenant Colonel Edward Chamberlayne of the Charleston District of the Army Corps of Engineers, city council members from Charleston and North Charleston, and board members from the Charleston Redevelopment Authority and Chamber of Commerce. The Department was represented by DG Thomas-Greenfield, Deputy Assistant Secretary Marcia Bernicat, Deputy Assistant Secretary Linda Taglialatela, Bureau of Human Resources Executive Director William Schaal, Comptroller James Millette and Charleston Passport Center Director Timothy Wiesnet.

**Right:** The author, right, meets with Management Analyst Elizabeth Moseley, at the badge table for the ribbon-cutting. **Below:** HR Service Center employees, from left, Christine Pearson, Mary Griffin-Tinsley, Judy Picardi, and Montreal Ravenel organize the ceremony's entrance table.



Thomas-Greenfield said the Charleston metro area is ideal for the Department to conduct business due to its proximity to Washington, D.C., and the fact that it is a cost-effective location from which to manage HR activities.

"Charleston supports our continued consolidation efforts," she said. "This state-of-the-art facility, location and the area's talented labor pool enhance our ability to provide effective support services for our critical global diplomatic operations with lower real estate and staffing costs."

While several important milestones have been reached and much progress has been made over the past four years, the Office of Shared Services will continue to strive to improve the services offered to the Department's most valuable asset—its employees. As Deputy Assistant Secretary Taglialatela said, "Human Resources is a key function to the success of the Department. By transferring processes to the HR Service Center, we enable DC-based HR staff to focus on the strategic and more complex needs of each individual bureau." ■



## Service Helps FSI Students Get College Credit

A Foreign Service Institute program gives Department of State and other U.S. government employees the opportunity to obtain recommendations that can lead to their receiving academic credit for certain FSI training courses. Since 2007, FSI has participated in the American Council on Education's College Credit Recommendation Service (ACE CREDIT). ACE CREDIT's course-equivalency information helps colleges and universities make decisions on whether to award academic credit for formal training taken in the workplace. ACE CREDIT only makes credit recommendations, which colleges or universities then use, modify or reject.

ACE CREDIT has reviewed 23 FSI courses and language proficiency tests in Arabic, Chinese, French, Russian and Spanish, and awarded college credit recommendations at the undergraduate or graduate level. The courses include Federal Information Risk Assessment, National Security Executive Leadership Seminar and, most recently, Principles of Appropriation Law. Others will be added to this list as funding for future reviews becomes available.

ACE CREDIT recommendations can only be considered for FSI courses, exams and language-proficiency tests completed after the date they were reviewed and approved by ACE.

To benefit its students, FSI participates in the ACE Transcript Service, which offers a lifelong academic record for students who have successfully completed courses reviewed by ACE CREDIT. The service enables adult learners to present a nationally recognized transcript to the college or university of their choice for the potential award of academic credit.

For internal training requests, FSI's online training application lets students declare their intent to request an ACE CREDIT recommendation when applying for an ACE-reviewed course. Students must do so at least two weeks prior to the course's start date so that the course manager is prepared to assist them through this process, which may include successfully completing additional coursework or achieving a specified final exam/test score. Students from other U.S.

government agencies may also pursue an ACE CREDIT recommendation for FSI courses by contacting FSI's Office of the Registrar at (703) 302-7144 for guidance.

FSI's Accreditation/Certification Web site, <http://fsi.state.gov/admin/reg/default.asp?Heading=Accreditation/Certification>, provides updates and a list of courses, exams and language proficiency tests designated for ACE CREDIT recommendation. Students can get additional course information or learn whether they can pursue an ACE CREDIT recommendation prior to enrollment by contacting the course manager of the FSI school offering the course. The number of semester hours available for ACE CREDIT recommendation for Arabic, Chinese, French, Spanish and Russian language-proficiency tests depends on the language and the student's proficiency exam score.

More information on ACE CREDIT is at <http://www.acenet.edu/acecredit>. ACE's National Guide at <http://www2.acenet.edu/credit/?fuseaction=browse.getOrganizationDetail&FICE=1005379>, provides a

comprehensive list of approved courses and information about each FSI course.

Frequent users of the FasTrac Distance Learning Program should know that certain SkillSoft courses are recommended for ACE CREDIT. At the FasTrac Web site, <http://fsi.state.gov/fastrac>, students can select the link to Obtaining College Credit, <http://fsi.state.gov/rd.asp?ID=229>, for an up-to-date list of courses and instructions for obtaining credit recommendations.

Questions about ACE CREDIT can be directed to the Office of the Registrar at (703) 302-7144, to [FSIRegistrar@state.gov](mailto:FSIRegistrar@state.gov), or to Arline Hetland, ACE CREDIT program manager, at (703) 302-3012 or [HetlandAR@state.gov](mailto:HetlandAR@state.gov). ■



**Foreign Service Institute**  
Training for the new millennium

Office of the Registrar FSI Training Application

Title	Course Number	Section	Start Date	End Date	Length of Training	Training Location
Principles of Appropriation Law	PA215	A002	04/01/2013	04/04/2013	4 Days	Shultz Center

This course qualifies for ACE CREDIT recommendation. Please select a credit level if you wish to pursue this option: ☐ No Credit ☐ No Credit ☐ Upper Division

Name (Last, First Middle Suffix): \_\_\_\_\_ Sex: \_\_\_\_\_

Employee Type: \_\_\_\_\_ Pay Plan: \_\_\_\_\_ Grade: \_\_\_\_\_

VAM: ☐

E-mail Address: \_\_\_\_\_

Parent Agency: Department of State

Domestic Bureau: \_\_\_\_\_ Office: \_\_\_\_\_

or Overseas Post: \_\_\_\_\_

Office Address: \_\_\_\_\_

Office Phone Number: \_\_\_\_\_

☒ This is my present assignment ☐ This is my proposed assignment

[Click to enter Supervisor Information](#)

[Click to enter Training Officer/CDO Information](#)

Travel Amount: \_\_\_\_\_ Per Diem Amount: \_\_\_\_\_

Remarks: (1,000 characters, maximum)  
(In this space, describe special accommodation needs, language students note current proficiency in the target language, and contract date, and provide any other information relevant to your enrollment.)

1000 characters left

As shown, FSI's Training Application now lets applicants identify their intent to request an ACE CREDIT recommendation when applying for an ACE-reviewed course.



## Trees Help U.S.-Japan Friendship Blossom

At a planting ceremony in Tokyo in November, Under Secretary of State for Public Diplomacy and Public Affairs Tara D. Sonenshine, Acting Tokyo Governor Naoki Inose and U.S. Ambassador John Roos commemorated an American gift of dogwood trees to the Japanese people, part of an initiative that will see 3,000 dogwood trees dispersed throughout Japan, including the region affected by last year's earthquake and tsunami disaster.

The public-private Friendship Blossoms initiative celebrates the 2012 centennial of Japan's donation of 3,000 cherry blossom trees to Washington, D.C., and reciprocates that gift. The initiative was envisioned by Kurt Campbell, assistant secretary of State for East Asian and Pacific Affairs, and made possible through the support of the U.S.-Japan Bridging Foundation and several corporate supporters.

Acting Tokyo Governor Inose and Under Secretary Sonenshine plant a dogwood tree during the Friendship Blossoms planting ceremony in Tokyo in November.

*Photo by Christopher Quade*



## English Access Program Widens Horizons

In December, the U.S. Embassy in Bogotá, Colombia, sponsored a three-day English language camp for students in the English Access Scholarship Program who had successfully completed the two-year English language program. More than 100 teenagers from the cities of Pereira, Bogotá and Medellín attended the camp.

English Access teachers, English language fellows, information resource center staff and YMCA leaders engaged attendees in activities promoting leadership, teamwork and assertive communication.

Among the games that strengthened leadership and communication was "Democracy in Action," in which students chose a famous person as a presidential candidate and developed a campaign using their written and verbal skills. Each group wrote a speech for its candidate, and the audience "elected" a president.

In the "human sculptures" activity, participants used different creative media to express feelings and learned about contemporary American art.

The English Access Program, launched in Colombia in 2010, is a two-year program of English instruction and leadership training for at-risk youth that builds fluency and communication through interaction, cooperative learning and activities. Having English language capability opens opportunities in employment and education. To date, almost 300 students have participated. (Worldwide, more than 95,000 students in 85 countries have participated.)

English Access students learn about U.S. culture, including music, art, cultural mores, history and comparative culture. Individually or in groups, they prepare reports on an aspect of U.S. culture. They learn about civil rights, discrimination and important figures in the American civil rights movement.

In Colombia, many youths leave the program looking to pursue higher education in the United States.



Participants in the English Access Program's camp gather in Pereira, Colombia.  
*Photo by Gloria Morales*



---

## Retired Ambassadors Get Building Badges



To express her appreciation for their “unwavering support of the Department of State,” Director General Linda Thomas-Greenfield provided building-access badges to approximately six retired non-career U.S. ambassadors who are members of the Council of American Ambassadors. More than 50 members of the council have received, or are in the process of gaining, the badges, which allow them to enter the Harry S Truman (HST) Building by presenting their badge to a guard. At the badge-presentation event in December, the DG told recipients that without their help “it would be difficult for us to continue to accomplish our objectives.”

Director General Linda Thomas-Greenfield congratulates Ambassador G. Philip Hughes, senior vice president of the Council of American Ambassadors, for receiving his building-access badge.

*Photo by Ed Warner*

---

## Department Ranked Third in Federal Employee Survey

The Department of State has again been ranked as one of the top 10 of the 19 largest federal agencies, according to an employee survey conducted by the nonprofit, nonpartisan Partnership for Public Service. The Department ranked third overall and third in effective leadership, strategic management and support for diversity.

The 2012 Best Places to Work in the Federal Government survey was based on the responses of more than 687,000 federal workers. Its rankings, which include 292 federal agencies and subcomponents, help hold agency leaders accountable for the health of their organizations, Partnership for Public Service said. The complete rankings and analyses are available online at [bestplacetowork.org](http://bestplacetowork.org).

---

## SOTA Talent Show Delights

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association in November presented their seventh annual Talent Show and a concert by Rafael Javodov playing electric violin.

The talent show continued its tradition of opening with singer Barbara Pollard. Other singers included Ben Perry, Cynthia Andrews, Jackki Newton and the Recovering Angels. Other performers were Eun Young Summe, piano; John Nave, trombone; and Inna Pletukhina, piano. Angela Moore entertained the crowd with stand-up comedy, Mandisa Henry showed her modeling and acting talent, and Stephen Black provided his interpretation of a contemporary performer.

Rafael Javodov, who studied at the Moscow Conservatory and has performed with many orchestras and chamber ensembles and in solo recitals, played pop, jazz infusion and ethnic folk tunes.







## DG Presents HR Bureau Awards

DG Thomas-Greenfield, second row, center, meets with the award winners. *Photo by R. Mark Stewart*

In presenting the Bureau of Human Resources' employee awards in December, Director General Linda Thomas-Greenfield told the winners "It would be difficult, if not impossible, for us to accomplish great things without the help of all of you." The honors she presented included group and individual awards, superior and meritorious honor awards, Franklin awards and quality step increases. She thanked the Civil Service and Foreign Service winners "who have helped in all manner of support, initiatives and service to the Bureau of Human Resources and the Department of State."

## Embassy holds Mission-Wide Team Building Day

In November, the U.S. Mission to Haiti involved more than 500 American and Haitian employees from eight U.S. agencies in a team building day. In the morning, employees worked in small groups to develop proposals for enhancing mission-wide collaboration, and in the afternoon groups prepared proposals for a slogan. The winning mission slogan: "We dream, we deliver."

This event was the brainchild of Ambassador Pamela White, and Foreign Service Institute's Leadership and Management School assisted with its implementation. In a survey, 71 percent of employees said the six-hour retreat improved morale at post, 81 percent said it was worthwhile and 87 percent said they would like to do another mission-wide retreat.

Ambassador Pamela White makes opening remarks at the mission-wide team building day in Port-Au-Prince.  
*Photo by Embassy Port-au-Prince*





# Unique Events Boost Campaign Giving

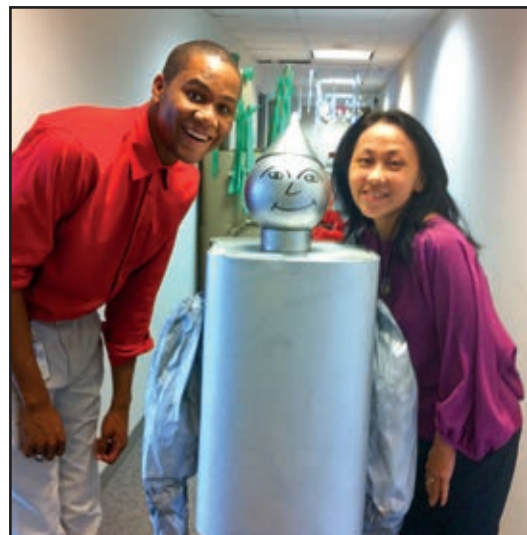
Throughout the month of December, Department employees continued giving to the Combined Federal Campaign, and Department offices held activities to raise money for the CFC's general fund.

The Employee Relations office (HR/ER) held a "white elephant" sale and bake sale, which garnered \$1,825.50 for the CFC. Bonnie Pates, a retired Foreign Service employee, donated many items for sale from her postings overseas, including a Portuguese serving platter, Polish wooden jewelry box, Syrian wall hanging, Russian lace drape for a tabletop and handmade fabric angel with wings (made by a Foreign Service colleague).

"This was the most meaningful way to give, and it's taken on a major significance for me," she said.

Meanwhile, a mini-golf event in the Office of Resource Management and Organization Analysis (HR/RMA) raised \$1,500. The annual tournament, which this year had a "Wizard of Oz" theme, invited employees from across the Department to contribute to the CFC in exchange for playing a course where the six "holes," spread along the halls of RMA's offices, had names relating to Oz, such as Scarecrow, Tin Man and the tornado that landed Dorothy in Oz. Such luminaries as Director General Linda Thomas-Greenfield and Deputy Assistant Secretaries Phil Lussier, Marcia Bernicat and Linda Taglialatela, from the Bureau of Human Resources, participated in the events.

The Department-wide CFC campaign, extended until the end of December, had by Jan 22 raised \$2,252,420 from Department employees, surpassing its \$2.2 million campaign goal.



**Left:** Retiree Bonnie Pates displays the Portuguese serving platter she donated to the HR/ER sale for CFC. *Photo by Isaac D. Pacheco;* **Above:** RMA's CFC Coordinator Eliot Johnson stands with a coworker dressed as the Tin Man, Andrea Purba. *Photo by Jacquie Ridley*

## Retirements

### Foreign Service

Appleton, Richard H.  
Brandeis, Katherine L.  
Cammel, Lloyd E.  
Canon, Amy L.  
Christensen, John N.  
Collins, Jeanine Marlen  
Corbett, Michael Timothy  
Derse, Anne E.  
Duenas, Javier A.  
Dunn, Timothy John  
Dyson, John A.  
Fuller, Richard Lopez  
Garner, Daniel R.  
Graze, Deborah E.  
Hanson, Bradford Eugene  
Hensley, Robert L.

Hudkins, Byron  
Huizinga, Todd Michael  
Hutchens, Daniel A.  
Ingram, Michael F.  
Jarman, Glenwood R.  
Jennings, Robert C.  
Jones, Carol W.  
Laeuchli, Samuel Clark  
Ludan, Sharon E.  
MacInnes, Duncan H.  
Mahoney, Barbara Jo  
McDuff, Rebecca  
McGlynn Jr., William Joseph  
McPherson Beatty, Janice Theresa  
McVerry, James A.  
Meyers, Randal Edward  
Moller, Patricia N.

Moore, Candace B.  
Moser, Rex  
Potash, Janet R.  
Reed, Michael Allen  
Schmitz, Thomas L.  
Scholz, George E.  
Steitz, Peter Andrew  
Stockman, Christine  
Stonecipher, Charles A.  
Visocan, Donna R.  
Woods, Anthony C.

### Civil Service

Astor, Richard A.  
Bentel, John A.  
Burk, Susan F.  
Delehanty, Dennis M.  
Garcia, Victoria R.  
Garland, Barbara Jean  
James, Donna L.  
Janssen, Theodore Jon  
Kling, James  
Leitz-Furlong, Thelma J.  
Nell, Sharon A.  
Pflueger, Wayne F.  
Schneider, Yvonne R.  
Verity, Eileen D.  
Walden, Nancy S.  
Yuspeh, Sheldon







# Appointments



**Joseph Macmanus**  
U.S. Representative  
to the United Nations  
and the IAEA



**Peter W. Bodde**  
U.S. Ambassador  
to Nepal



**Scott H. DeLisi**  
U.S. Ambassador  
to Uganda



**Greta C. Holtz**  
U.S. Ambassador  
to Oman



**Dawn M. Liberi**  
U.S. Ambassador  
to Burundi



**Peter W. Bodde** (SFS) of Maryland is the new U.S. Ambassador to the Federal Democratic Republic of Nepal. Previously, he was assistant chief of mission for Assistance Transition in Baghdad. Before that, he was ambassador to Malawi. He was deputy chief of mission in Islamabad and consul general in Frankfurt. He also served in Georgetown, Kathmandu, Hamburg, Sofia, Copenhagen and New Delhi.

**Scott H. DeLisi** (SFS) of Minnesota is the new U.S. Ambassador to the Republic of Uganda. Previously, he was ambassador to Nepal. He was also ambassador to Eritrea and deputy chief of mission in Gaborone, Botswana. He was director of Career Development and Assignments in the Bureau of Human Resources. Other postings include India, Madagascar, Pakistan and Sri Lanka.

**Greta C. Holtz** (SFS) of Maryland is the new U.S. Ambassador to the Sultanate of Oman. Previously, she was deputy assistant secretary for Public Diplomacy in the Bureau of Near Eastern Affairs. Before that, she was minister-counselor for Provincial Affairs in Baghdad and ran the U.S. Provincial Reconstruction Teams. She was principal officer in Adana, Turkey, and also served in Saudi Arabia, Yemen, Tunisia and Syria.

**Dawn M. Liberi** (SFS) of Florida is the new U.S. Ambassador to the Republic of Burundi. Previously, she was senior assistance coordinator in Tripoli. Before that, she was coordinator for the Interagency Provincial Affairs Office in Kabul and senior civilian representative at Bagram Airfield, Afghanistan. Other USAID postings include Nigeria, Uganda, Ghana, Senegal, Niger, Iraq and the U.S. Central Command.

**Joseph E. Macmanus** (SFS) of New York is the new U.S. Representative to the United Nations Office in Vienna and to the International Atomic Energy Agency, with the rank of Ambassador. He served as executive assistant to Secretaries of State Hillary Rodham Clinton and Condoleezza Rice. He was principal deputy assistant secretary for Legislative Affairs and also served with the U.S. Information Agency in Mexico, El Salvador, Poland and Belgium. ■



Check out our online magazine to watch a video message from featured ambassadors.



# Obituaries



**Bobby W. Allen**, 75, a retired FSO, died Nov. 7 of cancer at his home in La Grange, Texas. He joined USAID in 1966 and served in Vietnam, Nigeria, Laos, Afghanistan, Philippines, Yemen and Botswana. He also had temporary assignments to Portugal, Fiji, Guatemala and Costa Rica. After retiring in 1990, he raised cattle on his ranch and enjoyed reading.



**James F. Brackman**, 86, a retired FSO, died Nov. 22 of pulmonary failure. He lived in Alexandria, Va. He served in the Army Air Forces and joined the Department in 1952. His postings included Bonn, Bogotá, Amman, Caracas, Karachi, Budapest, Asuncion, Belgrade, Kinshasa, Kathmandu, Cairo and Beijing. After retiring in 1991, he accompanied his Foreign Service wife Stella to postings in Rome, New Delhi, Moscow, Bridgetown and Brussels. He loved trekking in the Himalayas and enjoyed tennis and golf.



**Ernest J. Colton**, 96, a retired FSO, died Oct. 25 in Springfield, Va. He served in the Army during World War II and joined USIA in 1953. His postings included Bremen, Hamburg, Munich, Vienna, Cape Town and Berlin, his native city. After retiring, he served as director of the Binational Center (Amerika Haus) in Freiburg, Germany. He enjoyed gardening and photography.



**Alfredo Borunda Enriquez**, 96, a retired FSO, died Oct. 20 of natural causes in Albuquerque, N.M. He served in the Civilian Conservation Corps and Army during World War II before joining USAID. His postings included Libya, Iraq, Nepal, Guatemala, Pakistan, Turkey and Vietnam. After retiring in 1974, he ran a farm and enjoyed golfing and traveling in the West.



**Gerard "Gerry" Gendron**, 93, a retired FSO, died Nov. 17 in Alexandria, Va. He joined the military in 1943 and participated in the D-Day invasion. He joined the Department in 1951 and served in Denmark, Vietnam, Mexico, Greece and India. After retiring from the Foreign Service in 1981, he worked at the Department of State until 2001. He enjoyed stamp and coin collecting, traveling and spending time with his family.



**Raul "Ruly" Holguin**, 70, a retired Foreign Service specialist, died Nov. 12 of lung cancer. He lived in Silver City, N.M. He served in the Army before joining the Department in 1964 as a communications programming officer. His postings included Dominican Republic, Malaysia, Belgium, Liberia, Brazil, Egypt, Austria, Uganda, Indonesia, Sinai, Pakistan, Argentina, Zaire and Mexico. He volunteered at Fort Bayard medical center and other organizations.



**Daphne Lilakos**, 87, a retired Foreign Service reserve officer, died Nov. 13 in Dover, N.H. After 20 years with the Department, lastly as a personnel officer, she retired in 1977. A native of Greece, she tutored Greek families' children in English. She also did other volunteering and enjoyed her family and friends.



**Xavier "Max" Maximillian**, 71, spouse of retired Foreign Service office management specialist Ramona Maximillian, died Sept. 15 of a myeloproliferative blood disorder at his home in the Blue Ridge mountains of North Carolina. He accompanied his wife on postings to Geneva, Honduras, New Delhi and Brasilia. He enjoyed politics, history, chess, world travel and volunteering.





**Norman Olnick**, 97, a retired FSO, died Oct. 18 of natural causes in Nipomo, Calif. After serving in the Army during World War II, he worked for the U.S. government in European reconstruction before joining USAID. His postings included Vietnam, Nigeria, Ivory Coast, Brazil and Democratic Republic of the Congo. After retiring, he moved to Bavaria, Germany, before settling in central California, where he enjoyed trading stocks.



**Richard B. Sorg**, 87, a retired FSO, died Oct. 30 in Atlanta, Ga. He served in the Navy before joining the Department in 1951. His postings included the Netherlands, Iran, Philippines, Morocco, Germany, Finland, Canada, Pakistan, Brazil, New Guinea, Ethiopia and Zambia. He retired to Kennesaw, Ga., in 1990 where he enjoyed volunteering with the Cobb County Sheriff's Department.



**Gustave Saridakis**, 94, a retired FSO, died Nov. 7 of congestive heart failure at his home in Rockville, Md. He served in the Marine Corps during World War II and was an FBI agent before joining the Department. After retiring in 1974, he did contract work for the departments of State and Energy, Peace Corps and Commodity Futures Trading Commission.



**Thomas Stern**, 85, a retired FSO, died Dec. 1 in Fairfax, Va. He served in the Army before joining the Department in 1951. His postings included Rome, Bonn and Seoul, where he was deputy chief of mission. He retired in 1980 and later became involved in the State Department oral history project.



**Monica Joan Schmitt**, 89, a retired FSO, died May 2, 2010, in Pompano Beach, Fla. She served with the Army before joining the Department. Her postings included Japan, French Morocco, Bolivia, Iran, Rhodesia, Thailand, Germany, the Soviet Union, Fiji, Laos and China. After retiring, she settled in Florida.



**Francis Hugh Thomas**, 85, a retired FSO, died Oct. 25 in Charleston, S.C., of leukemia. He served in Bogotá; Tehran and Isfahan, Iran; and Madras and New Delhi, India. After retiring in 1979, he joined a consulting firm and served primarily in the Middle East and Africa until 1991. He was an active member of his church, as well as the St. David's Society of Philadelphia and Charleston. He was also an avid supporter of the arts.



**Sandra La Nelle Smith**, 70, a retired Foreign Service secretary, died June 22. She lived in Anderson, S.C. Her postings, in security/political offices, included Asuncion, Managua, Amman and Muscat. She retired in 2005. She enjoyed travel, reading, baking and crafts.



**C. Melvin Sonne Jr.**, 89, a retired FSO, died Nov. 21 at his home in Bedford, Pa., following a brief illness. He served with the Army Air Forces during World War II and joined the Department in 1947. During his 30-year career, he served in Denmark, Germany, French Indochina, Mexico, Austria, Italy and Saudi Arabia. After retiring, he worked for a trade organization, then returned to the Department as a part-time consultant. He enjoyed tree farming, travel and state and local history.

*Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary, please contact Bill Palmer at [palmerwr2@state.gov](mailto:palmerwr2@state.gov) or (202) 203-7114. ■*



# End State



## Azerbaijan

A clothes line draped with colorful rugs and garments is an impromptu backdrop for a humble Lada sedan on a side street in Baku. More than 20 million of the popular Russian cars have been sold since their introduction in 1970, and they remain a common sight on Eastern European roadways.

*Photo by Ken Douglas*



## Japan

A shopkeeper ambles down a crowded market alleyway in Tokyo's Shinjuku district, as another peers from her shop. Shinjuku, one of the city's 23 special wards, is a major commercial and administrative center, and home to the world's busiest train station (Shinjuku Station).

*Photo by Hector Garcia*



PG. 40







## Slovakia

A man waits in the fog for the last tram of the evening in Bratislava's Staré Mesto (Old Town) district. The historic district is on the east side of Slovakia's capital, which (divided by the Danube River) is the only European capital to border two independent countries (Austria and Hungary).

*Photo by Fred Giet*

PG. 6



## Armenia

Nestled amid lush hills and sheer cliffs, Noravank, a 13th century monastery stands solemn watch over the Armenian countryside. Located 122 km (76 mi) from Yerevan in a narrow river gorge, the monastery is best known for its two-story Surp Astvatsatsin (Holy Mother of God) church.

*Photo by Grigory Gusev*

PG. 4







U.S. Department of State  
Bureau of Human Resources  
Washington, DC 20520

PERIODICALS  
POSTAGE & FEES PAID  
DEPARTMENT OF STATE  
ISSN 1099-4165

If address is incorrect,  
please indicate change.  
Do not cover or destroy  
this address.

**POSTMASTER:**

Send changes of address to:

State Magazine  
Department of State  
SA-44, Room 348  
Washington, DC 20547-4403



# ***Tablet-Friendly***

Read the magazine on your tablet to get your information on-the-go.  
Download our iPad app through the Apple App store,  
or visit [state.gov/statemag](http://state.gov/statemag) to read the magazine on any device.

